



COUNCIL MEETING AGENDA

Tuesday

27 June

6pm

Community Room 1, Community Hub, Maryborough
and livestreamed on the internet.

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1. Commencement of Meeting and Welcome

Councils must, in the performance of its role, give effect to the overarching governance principles in the *Local Government Act 2020*.¹

These are included below to guide Councillor consideration of issues and Council decision making.

- a. Council decisions are to be made and actions taken in accordance with the relevant law;
- b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d. the municipal community is to be engaged in strategic planning and strategic decision making;
- e. innovation and continuous improvement is to be pursued;
- f. collaboration with other Councils and Governments and statutory bodies is to be sought;
- g. the ongoing financial viability of the Council is to be ensured;
- h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i. the transparency of Council decisions, actions and information is to be ensured.

2. Apologies

Council's Governance Rules require that the minutes of Council meetings record the names of Councillors present and the names of any Councillors who apologised in advance for their non-attendance.²

The annual report will list councillor attendance at Council meetings. Councillor attendance at Councillor briefings is also recorded.

3. Leave of absence

One reason that a Councillor ceases to hold the office of Councillor (and that office becomes vacant) is if a Councillor is absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council. (There are some exceptions to this - see section 35 for more information.)

A Councillor can request a leave of absence. Any reasonable request for leave must be granted.³ Leave of absence is approved by Council.

Any request will be dealt with in this item which is a standing item on the agenda. The approvals of leave of absence will be noted in the minutes of Council in which it is granted. It will also be noted in the minutes of any Council meeting held during the period of the leave of absence.

¹ Section 9.

² Chapter 2, rule 62.

³ See Local Government Act 2020 s 35 (4) and s 35 (1) (e).

4. Conflicts of interest

Conflicts of Interest must be disclosed at the commencement of a Council meeting or Councillor briefing, or as soon as a Councillor recognises that they have a conflict of interest.

The relevant provisions in the *Local Government Act 2020* include those in Part 6, Division 2 (from section 126). Failing to disclose a conflict of interest and excluding themselves from the decision-making process is an offence.

Disclosures at Council meetings

Under the Governance Rules:¹

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she:

1 is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or

2 intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice:

2.1 advising of the conflict of interest;

2.2 explaining the nature of the conflict of interest; and

2.3 detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

(c) nature of that other person's interest in the matter, and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub- Rule.

The Councillor must, in either event, leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not returning to the meeting until after the matter has been disposed of.

Disclosures at councillor briefings (and other meetings)

Also under the Governance Rules,² a Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of Council at which he or she is present must:

1. disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;
2. absent himself or herself from any discussion of the matter; and
3. as soon as practicable after the meeting concludes provide to the Chief Executive Officer a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

Councillor form to disclose conflicts of interest Name:

Date:

Meeting type:

Briefing

Meeting

Other

Nature of the conflict of interest (describe):

If the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person:

name of the other person (gift giver):

nature of the relationship with that other person or the date of receipt, value and

type of gift received from the other person:

nature of that other person's interest in the matter:

¹ Chapter 5, Rule 3

² Chapter 5, Rule .

5. Confirmation of Minutes from Previous Council Meetings

5.1 Confirmation of Minutes from Previous Council Meeting dated 30 May 2023



DRAFT COUNCIL MEETING MINUTES

Tuesday, 30 May 2023

6:00pm

Meeting held in person.

Community Room 1, Community Hub, Maryborough

and livestreamed on the internet.

MEMBERSHIP

Councillors:

Grace La Vella (Mayor)

Liesbeth Long

Geoff Lovett

Chris Meddows-Taylor

Gerard Murphy

Wayne Sproull

Anna de Villiers

To be confirmed at the Council Meeting scheduled for 27 June 2023

1. COMMENCEMENT OF MEETING AND WELCOME

The Mayor commenced the meeting at 6pm, welcoming all present, with an acknowledgement of country and the Council Prayer.

PRESENT:

Councillors

Grace La Vella (Mayor

Anna De Villiers

Liesbeth Long

Geoff Lovett

Gerard Murphy

Chris Meddows-Taylor

Wayne Sproull

Officers

Chief Executive Officer Lucy Roffey

General Manager Assets Infrastructure and Planning Matthew Irving

General Manager Community Wellbeing Emma Little

General Manager Corporate Performance Mick Smith

2. APOLOGIES

Nil

3. LEAVE OF ABSENCE

Nil

4. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF THE MINUTES OF PREVIOUS COUNCIL MEETINGS

The following were presented for confirmation:

- Minutes of the Council Meeting 2 May 2023
- Minutes of the Special Council Meeting 16 May 2023

The Minutes were confirmed.

6. REPORTS FROM COMMITTEES

Nil.

7. PETITIONS

Nil.

8. OFFICER REPORTS

8.1 April Finance Report

The purpose of this report is to advise Council on the financial performance for the year to date and how it is tracking against the adopted budget, noting any material differences.

MOTION

That Council:

1. receives and notes the attached Finance Report for the period to 30 April 2023; and
2. resolves to receive Financial Reports quarterly in the 2023/24 Financial Year.

Moved: Cr Lovett

Seconded: Cr Murphy

Carried

Crs Lovett, Murphy and Meddows-Taylor spoke on the motion.

8.2 G1722-22 Maryborough Octagonal Pool Replacement

The purpose of this report is to present to Council, a recommendation to award contract G1722-22 Maryborough Octagonal Pool Replacement.

MOTION

That Council award contract G1722-22 Maryborough Octagonal Pool Replacement to SJ Weir Ballarat Pty Ltd for the total value of \$1,376,410.64 including GST and authorise the Chief Executive Officer to execute the contract under delegation.

Moved: Cr Sproull

Seconded: Cr de Villiers

Carried

Crs Sproull and Murphy spoke on the motion.

8.3 COUNCIL PLAN ACTION PROGRESS REPORT

The purpose of this report is to provide the Council with an update on the status of the projects identified in the 2022-23 Action Plan.

MOTION

That Council noted the Council Plan Action Progress Report for Quarter 3.

Moved: Cr de Villiers

Seconded: Cr Meddows-Taylor

Carried

Crs de Villiers and Meddows-Taylor spoke on the motion.

9. NOTICES OF MOTION

Nil

10. URGENT BUSINESS

The following item of Urgent Business was brought by Cr Chris Meddows-Taylor.

Urgent Business

If the agenda for a Council meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it:

20.1 relates to or arises out of a matter which has arisen since distribution of the agenda; and

20.2 cannot safely or conveniently be deferred until the next Council meeting.

Since the agenda has been published, Council has been informed by Regional Development Victoria that there is no further funding for Go Goldfields in the Victorian State Budget for 2023/24. This issue cannot be deferred to the next Council Meeting as we need to engage with relevant Ministers prior to the end of the financial year to gain a commitment to funding for the 2023/24 financial year.

Motion Urgent Business: That Council accepts the issue of Go Goldfields Funding as Urgent Business as it has arisen since the distribution of the Agenda and cannot be deferred to the next Council Meeting.

The following item was proposed by Cr Meddows-Taylor as Urgent Business:

Go Goldfields Funding Cut from State Budget.

MOTION

That Council:

1. admit consideration of the implications of Go Goldfields Funding cut from State Government Budget be admitted as urgent business;
2. confirm that Go Goldfields is a high priority for Central Goldfields Shire Council to address entrenched social disadvantage through a partnered approach focussed on early years;
3. communicate concern and disappointment that the State Government have not provided funding in the 2023/24 Budget for the continuation of Go Goldfields backbone;
4. write to the Victorian State Treasurer, Minister for Regional Development and the Member for Ripon as a matter of urgency requesting that funding be allocated to the Go Goldfields for the 2023/24 financial year with a commitment to exploring options for longer term funding to ensure the ongoing viability of the backbone; and
5. engage the Go Goldfields Leadership Table, as partners in Every Child, Every Chance shared vision, to ensure a consistent and region wide advocacy message.

Moved: Cr Meddows-Taylor

Seconded: Cr Lovett

Carried

Crs Meddows-Taylor, Lovett, Long, Sproull and La Vella spoke on the motion.

BACKGROUND

Go Goldfields is a community-led partnership in the Central Goldfields Shire that had its origins in Council's "Gold Prospects" research study in 2008 which identified the social challenges and inequalities faced by the community. Go Goldfields received a commitment of funding by the Victorian Government in 2010 and was fully functioning by 2011.

Since then, Go Goldfields has gained recognition and support from government, community organisations, service providers, and residents. Its success and longevity can be attributed to the strong partnerships that have been established and the commitment of stakeholders to work together towards positive social change.

In 2020 the Go Goldfields Collaborative Table took a decision to focus on early childhood development and its critical role in shaping a child's future social and economic opportunities. In November 2020 Every Child, Every Chance initiative (ECEC) was launched. Through ECEC, the Go Goldfields backbone works closely with local early childhood services, health providers, educators, parents, and the broader community to ensure that Central Goldfields children have every opportunity to grow up safe, healthy and confident..

This has involved working with partners across five evidence-based, data driven priority areas:

- Healthy and Supported Pregnancies
- Confident and Connected Parents
- Safe and Thriving Children
- Valued Early Years Education and Care
- A Great Start to School for all Kids.

Go Goldfields, and the ECEC initiative, is informed by local families and research noting that any interventions to addressing disadvantage in the early years must embrace the perspective of families and that the social and service environment must be easy to navigate and support all families.

Go Goldfields backbone plays an integral role in ensuring state led programs and services in the early years are meeting the needs and demands of families on the ground. ECEC provides the framework, support, and connections to ensure investments in programs and resources are effectively dispersed, promoted, and coordinated - a challenging feat in a small rural shire with multiple changing fly in, fly out services and low physical presence and high need.

The backbone staffing for Go Goldfields refers to the team of professionals who provide the essential support and coordination needed to drive the strategic collaboration, advocacy and demonstration activities. The backbone staff play a crucial role in fostering collective impact and maintaining the momentum of Go Goldfields in the Central Goldfields Shire.

The backbone staffing has been funded to date by the State Government through Regional Development Victoria. The current grant agreement expires in 2023 and the recent State Budget did not include a new allocation to support the backbone.

Since 2020 the Go Goldfields backbone has worked with our partners to develop and implement a plan to reduce developmental vulnerability of children in Central Goldfields. This has involved:

Place based Governance - The establishment of the Go Goldfields Leadership Table, that oversees, enables, and authorises activities of the backbone. The Leadership Table is capably led by an independent local chair. The membership includes executives from local and state government (DFFH, DH DE) service providers (MDHS, BDAC, Anglicare and CNV) and community leaders.

Engagement - Engagement with 574 community members and 45 stakeholders was a key foundation for the development of Every Child, Every Chance. The Nest and Go Goldfields role in governance groups spanning the priority areas ensure continuous and active engagement with families, services, community organisations and government.

Shared Strategic Vision - The Go Goldfields backbone led the development of Every Child, Every Chance shared vision. Logic mapping workshops captured input from community, researchers, local institutions, and practitioners working with children and families in Central Goldfields for each of the five priority areas. The facilitated workshops enabled a codesigned problem statement, vision, activity and resource mapping, and desired outcomes for each of the priority areas.

Service coordination and integration - Governance groups aligned to the 5 priority areas bring together a range of services and practitioners to collaborate and work toward the shared vision and outcomes for each area. Importantly, Go Goldfields backbone has provided a much-needed anchor in Central Goldfields for the range of activities, programs and services that support children and families -building alignment and increasing the value of and family access to these investments.

Demonstration Projects - Go Goldfields has led demonstration projects including:

The Nest - Go Goldfields took the lead on a partnership with central Goldfields Shire Council, Best Start, and Maryborough District Health Service to create an inclusive welcoming space for parents and carers from pregnancy to primary school. The Nest is staffed by facilitators and open from 10am to 4pm Monday to Friday. The Nest provides a safe space for families, peer support groups, warm referrals to local services and a welcoming place for parents and carers to feed, rest and connect. It is connected to Maternal Child Health and other vital local services for families.

Empowering Parents Empowering Communities - Go Goldfields is working with Murdoch Childrens Research Institute to embed the Empowering Parents, Empowered Communities in the Central Goldfields. The evidence-based program focuses on partnering with parents through the parenting journey rather than offering practitioner led advice. To establish the program an initial cohort of practitioner's train to become facilitators. They then facilitate the first Being a Parent courses (8-week program). Parents completing the course can opt to undertake training to become facilitators of the course. This model fosters

community capacity building and increases authentic parenting conversations throughout the community as participation grows.

Partnership projects- Go Goldfields backbone is working in partnership with organisations leading on critical areas within Every Child, Every Chance initiative.

Education Engagement - Go Goldfields is working with school principals, early years education providers, parents and services to build a culture of attendance. This means directly working families with challenges getting children to school regularly and identifying options and supports right for them.

Kinder to School Transition Plan - Go Goldfields partnered with kinders, schools, early years services and Department of Education to develop of a whole of shire collaborative approach to early years transition. The Central Goldfields Transition Plan provides an annualised approach for local professionals across Central Goldfields to ensure consistent and informed transitions.

Kinder to School: A guide for families - Go Goldfields worked with the School Principals to develop a helpful guide for families with resources, information, and good questions to ask schools when making the transition.

The guide was provided to every family in Central Goldfields with a child currently in 4-year-old kinder.

Goldfields Babes - Goldfields Babes is a new program operating out of the Nest aimed at facilitating social connections for expectant parents in Central Goldfields. The program was developed in partnership with Maternal Child Health, Bendigo Perinatal Emotional Health Clinic and Maryborough District Health Service.

Central Goldfields Early Years Infrastructure Master planning - Go Goldfields partnered with Council's Community Services branch to drive the development of the Masterplan. The Masterplan benefitted from the community engagement data collected early in Every Child, Every Chance initiative and learnings, research and new approaches to

supporting families in the early years demonstrated through the initiative.

Advocacy - The *Go Goldfields* backbone has provided leadership, data and strategic input to ensure service provision that meets the needs of local children and families for a number of governments funded initiatives including the Infant Child and Families Well-being Hub currently under development for the Loddon region.

A system to monitor progress - The logic mapping process and governance of priority area groups lays the foundations for a system to monitor progress for Every Child, Every Chance related activities, projects, and investments. The monitoring framework is currently being finalised.

11. CONFIDENTIAL BUSINESS

Nil

12. MEETING CLOSURE

The meeting closed at 6:36PM

6. Minutes of Delegated and Advisory Committees

7. Petitions

8.1 CENTRAL GOLDFIELDS SHIRE COUNCIL BUDGET 2023/24

Author: Manager Finance

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the 2023/24 Budget for adoption.

The Budget was made available for community feedback May /June. This report outlines some changes made to the budget as a result of community feedback and to adjust for updated information on the Financial Assistance Grant. The impact on the net result, cash expenditure and capital works program are minimal as any changes made have been offset by either increased revenue or reduction in other expenditure.

RECOMMENDATION

That Council:

1. Thanks all submitters for providing feedback on the draft 2023/24 budget.
2. Notes that the 2023/24 Budget has been prepared in accordance with Section 94 of the Local Government Act 2020;
3. Having considered all the submissions received on the draft 2023/24 Budget, pursuant to Section 94 of the Local Government Act 2020 adopts the 2023/24 Budget in Attachment 1 and
4. Continues the 50% discount to sporting clubs as agreed at the 24 May 2022 ordinary Council meeting until 31 December 2023, in recognition of the work still outstanding to determine and agree an equitable fee structure for clubs across the Shire.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Growing Economy

The Community's vision 4. Effective and sustainable financial management.

Initiative: Review budget and financial reporting processes to improve monitoring of financial performance

BACKGROUND INFORMATION

In accordance with section 94, of the Local Government Act 2020, Council must ensure that the Budget gives effect to the Council Plan and contains the following -

- (a) financial statements in the form and containing the information required by the regulations;
- (b) a general description of the services and initiatives to be funded in the Budget;
- (c) major initiatives identified by the Council as priorities in the Council Plan, to be undertaken during the financial year;
- (d) for services to be funded in the Budget, the prescribed indicators and measures of service performance that are required to be reported to be reported against by this Act;
- (e) the total amount that the Council intends to raise by rates and charges;
- (f) a statement as to whether the rates will be raised by the application of a uniform rate or differential rate;
- (g) a description of any fixed component of the rates, if applicable;
- (h) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the Local Government Act 1989;
- (i) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the Local Government Act 1989;
- (j) any other information prescribed by the regulations.

Budget process to date has consisted of the following:

- (a) Five (5) half day workshops on components of Budget with Councillors
- (b) One (1) briefing on the consolidated Budget

REPORT

Central Goldfields Shire Council has prepared this Budget for the 2023/24 financial year.

The Budget is financially responsible and focuses on the implementation of the Council Plan 2021-25.

The 2023/24 Budget has been developed with the basis of implementing over 30 policies and strategies developed by Council in consultation with the community.

These can be viewed on the Central Goldfields Shire Council website.

The Budget outlines the resources required to deliver the diverse and extensive range of services we provide to the Central Goldfields community.

It outlines projects to undertake strategic planning for our services, assets, economy, and land use and includes a comprehensive list of capital works to be undertaken during the 2023/24 year.

The Budget includes a rate increase of 3.5% in line with the State Government's Fair Go Rates System (FGRS) rate cap.

Council has not applied to the State Government for a rate cap variation and will continue to manage Council services as efficiently as possible within the rate cap.

It must be noted that the Budget includes an assumption of savings to be made through the year to remain sustainable in the rate capped environment with CPI rates well above the rate cap amount.

Council's Waste charges have been increased by 8.7% in 2023/24 for standard waste charges and varying increases for non- standard waste charges.

This is to ensure that the full cost of Council's whole waste management function continues to be fully funded by waste charges.

The Budget includes a capital works program of \$18.5m, \$3.2m of which is considered carry over projects. Most of these carry over projects have begun but will be finished in the 2023/24 financial year.

In line with accounting standards, these must be recognised to the extent to which they are complete. Of the \$18.5m capital works program, Council has been successful in attracting grants to fund \$12.3m of these.

The Budget 2023/24 includes the following

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Schedule of fees and charges

Please note, in the outer years of the Budget, assumptions have been made around spend, grants expected to be received, capital works and rate capping.

These are reviewed on an ongoing basis, but a conservative approach has been taken with each of these.

The changes between the draft Budget and the finalised Budget are as follows

- \$40k allocated to Talbot Museum for design repair works. This has been offset by a \$40k reduction in the road works program (not individual roads)
- \$455k added into the 2024/25 budget (outer year's Budget) for LRCI 4 - Phase B funding announced.

- \$378k additional costs relating to increased workcover premium following notification of the estimated premium from Council's insurer.
- \$205k added for additional positions including a Community Development Officer and Live4Life Officer (Grant Funded)
- \$600k additional revenue following the release of the Federal Assistance Grant allocation (please note, the timing of payment of these has not yet been advised).
- \$17k anticipated credit to sports clubs whilst equity process is finalised. Note this is included in the proposed Council motion to continue the current fee reduction.
- Minor changes to some fees and charges following the release of the unit fee rates and the penalty unit rates.

These changes have meant the operating surplus as well as the adjusted underlying deficit remain in line with draft Budget.

CONSULTATION/COMMUNICATION

All internal service owners have been consulted during the production of the Budget. Consultation with the Councillors was undertaken during several workshops.

Two online presentations were conducted and are available to view on Council's facebook page or via the following link <https://engage.cgoldshire.vic.gov.au/draftbudget2023>

Several submissions were received through the consultation process and were addressed during the online presentations.

Additional presentations were also made to our Youth Council.

FINANCIAL & RESOURCE IMPLICATIONS

Comprehensive Income Statement

The Budget has a net surplus of \$9.6m with a total of \$12.3m of Capital grants budgeted for the 2023/24 year.

This produces an adjusted underlying deficit result of (\$2.7m) which doesn't include Roads 2 Recovery funding. Considering Roads 2 Recovery funding will see a deficit result of (\$1.2m).

Fees and Charges have been indexed at 3.5% unless otherwise adjusted using benchmarking, a review of cost recovery, etc.

A full list of fees and charges is included in section six of the Budget document.

The Budget has been prepared on the basis that Council will receive three quarters (\$3.4m) of its 2023/24 Financial Assistance Grant (FAG) in the 2022/23 year, and on

the assumption that Council will receive a similar advance of the 2024/25 Financial Assistance Grants in the 2023/24 year.

The timing and payment of this grant remains a large risk to the Council with any decision to return to payment when due having a large impact on cash and financial performance.

Balance Sheet

Cash on hand is forecast to be \$16.0m as of 30 June 2023 and to be \$15.5m as of 30 June 2024.

Council's current loan facilities (\$2.0m) is budgeted to continue to be held with repayments paused.

There is no further intended borrowings, however this loan is anticipated to be held with the impact of the Federal Assistance Grant timing unknown at the time of publishing the Draft Budget.

Council borrowings remain low with interest bearing loans remaining at 12% of rate revenue for the 2023/24 year.

Statement of Changes in Equity

Council is currently undertaking a full asset revaluation which will result in a transfer to the asset revaluation reserve for the 2022/23 financial year.

This has been conducted by external valuers with the impact of this revaluation being \$14.4m.

Statement of Cash Flows

The Budget provides for a reduction in cash held during 2023/24 of \$0.5m predominantly funding the capital works program with funds already received, whilst the underlying cash budget remains stable but with continuous monitoring required.

Producing a balanced cash budget is one of the fundamental elements of meeting Council Plan Objective 4 - Effective and sustainable financial management.

Statement of Capital Works

The Budget has a \$18.5m capital works program.

This is predominantly funded by the significant additional capital grants outlined in the Comprehensive Income Statement analysis above.

The 2023/24 Capital Budget is funded by a combination of \$12.3m of capital grants (some received in current and prior years) and \$6.2m of council funds.

Whilst many works from the Budget 2022/23 are expected to be completed in the current year, there is anticipated to be carry forward works of \$3.2m.

Details of the Capital Works program are included in the Statement of Capital Works report of the Budget document.

The financial statements were prepared internally by Council officers.

Statement of Human Resources

The Statement of Human Resources has been prepared based on both our Gender Equity Plan and Resourcing Plan.

The total number of staff, particularly in the Capital Works space has been developed to flex based on the Capital Works program and required staffing.

RISK MANAGEMENT

This report addresses Council's strategic risk Financial sustainability - Failure to maintain our long term financial sustainability .

Any risks in relation to this report have been discussed in the report above.

CONCLUSION

Central Goldfields Shire Council has prepared this Budget for 2023/24 financial year. The Budget is financially responsible and continues to implement priorities identified in the Council Plan 2021-2025.

The Budget includes a rate increase of 3.5% in line with the State Government's Fair Go Rates System (FGRS) rate cap.

The Budget has a \$18.5m capital works program supported by \$12.3m of capital grant funding.

ATTACHMENTS

8.1.1 Central Goldfields Shire Council Budget 2023/24



8.1.1 Central Goldfields Shire Council Budget 2023–2024





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Acknowledgement of Traditional Owners

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years. The Djaara have performed age-old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.





Mayor and CEO's Introduction

Welcome to 2023/24 budget. What a year we have ahead of us.

Council's 2023/24 Budget has been developed in a tightening fiscal environment of rapidly rising interest rates and cost of living and housing affordability pressures across Australia. These economic challenges also impact on Council's ability to balance its budget, with rising costs running well ahead of the rate cap set by the State Government for the 2023/24 year. In 2022/23 the rate cap was set at 1.75% in a year where CPI hit a high of 8.4%. The rate cap for 2023/24 is set at 3.5%, well below the current rate of inflation.

With the rate cap set well below the actual rate of inflation for the last two years, we need to reduce our expenditure to ensure we remain financially sustainable with an adjusted underlying deficit of -8.7% budgeted. A program of service reviews will be undertaken in 2023/24 to review levels of service provided and look for opportunities to deliver savings in operating costs. The program of savings will need to continue in subsequent years given the limited ability of small rural Councils like Central Goldfields Shire to raise revenue from other sources.

Increases in revenue can be generated from growth with key opportunities for this identified in the Council Plan 2021-25. Work will continue in 2023/24 on several strategic planning projects that identify opportunities for residential and industrial land development and build the business case for sewerage for Talbot that will unlock opportunities for growth.

As in previous years, Council has been successful in attracting more than \$12 million in grants towards a number of significant local projects. Some of these projects are already underway and are due for completion in the 2023/24 year. These projects will provide a stimulus to the local economy and result in some outstanding community facilities and assets. With Council funding, the Capital Works Program will exceed \$18 million and planning to deliver many of these projects is well under way.

It is important to note the risk associated with assumptions relating to the Federal Assistance Grants within the current budget. Currently (until June 2022), the Federal Assistance Grants have been paid 75% in advance. History has shown that this may alter in the future and at the time of adopting the Budget 2023/24, this is not yet known if it is to continue. The continuation or reversal of these grants will have an impact on both the Income Statement and the working capital (Balance Sheet) for Council. Decisions have been made around current borrowings in anticipation of this announcement.

Highlights from the Capital Works program include:

- Deliver Road Restoration Program to repair significant damage incurred following the October 2022 floods utilising Natural Disaster Financial Assistance funding to approximate value of \$9.8M. (over 3 years)
- Building Upgrades and renewal works to the Maryborough Town Hall
- Redevelopment of the Deledio Reserve Netball Courts
- Development of an Indigenous Interpretive Garden at the Central Goldfields Art Gallery
- First stage of renewal works at Maryborough Outdoor Pool Complex (Octagon Pool, Pavilion and Plant Room Heritage Works)
- Completion of Goldfields Reservoir Dam stabilisation works
- Delivery of Road reseals and asphalt program
- Investment in IT Strategies including Cyber Security, website integration and Financial System upgrades

Other key projects to be undertaken in 2023/24 include

- Review of heritage controls in Maryborough
- Continue with the next stage in the activation of the Maryborough Railway Station
- Construction of new toilets in Rene Fox Gardens Dunolly
- Growing Victoria works at Phillips Gardens
- Completion of the Talbot Futures planning project
- Local Laws review in accordance with statutory requirements before current law expires in 2025
- Feasibility and design work for a new Youth Hub
- Scoping and design for key heritage preservation projects on facilities such as Princess Park Grandstand, Talbot Town Hall and Dunolly Town Hall to improve opportunities in gaining external funding for major required renewal works

Grant funded projects that will continue or begin in 2023/24 include:

- Engage Youth Program
- Freeza Program
- L2P Program
- Municipal Emergency Resourcing Program
- Kerbside Reform Support
- Flood recovery coordination

Similar to other regional areas, Central Goldfields Shire Council has seen a significant increase in our valuations across the Shire, increasing by just over \$500M. While valuations have increased, the rate cap of 3.5% means the rate in the dollar is reduced for most differentials.

Property valuations are required by legislation to be conducted annually and due to differences in valuations between property types and geographic areas variances in the rate rise for individual ratepayers occur with some receiving less than a 3.5% rise and some receiving more than a 3.5% rate rise.

The Budget also includes an increase of 8.7% for waste charges to meet the increasing costs of managing waste. The current waste contract expires during 2023/24 which brings risk with cost assumptions factored into the budget.

The Councillors and staff have worked tirelessly to put together a balanced budget with weekly workshops to ensure key priorities are addressed in the budget and that the budget is fiscally responsible.

Grace La Vella
Mayor
Central Goldfields Shire Council

Lucy Roffey
CEO
Central Goldfields Shire Council

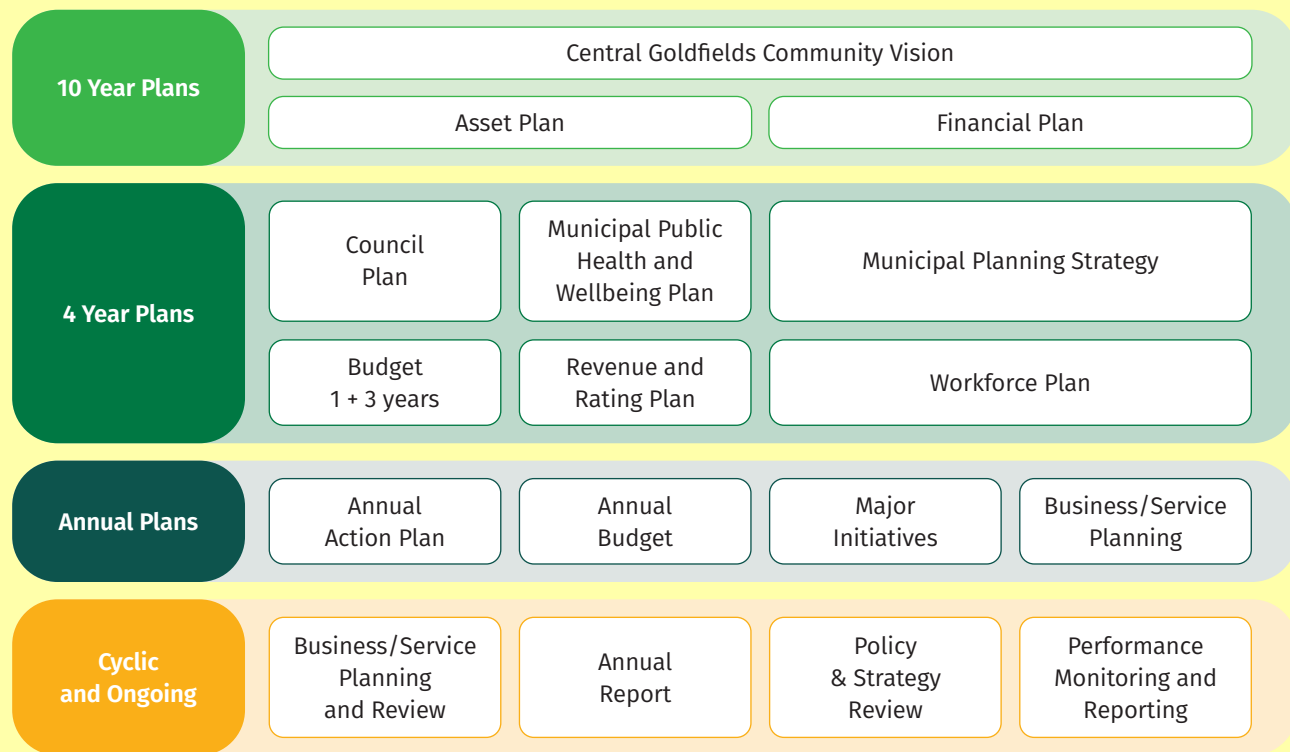
1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated strategic planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated strategic planning and reporting framework that applies to local government in Victoria. At each stage of the integrated strategic planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.

The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.



1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works. Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our Vision

To be an engaged, flourishing, lively and inclusive community.

Our mission

To seek, capture and develop opportunities to make our Shire a place of choice to live, work, visit and enjoy.

Our values

- Focus on imperatives and goals
- Value aspiration and achievement
- Encourage innovation and lifelong learning
- Embrace value-added teamwork and partnerships
- Utilise our diversity to find better solutions

1.3 Strategic objectives

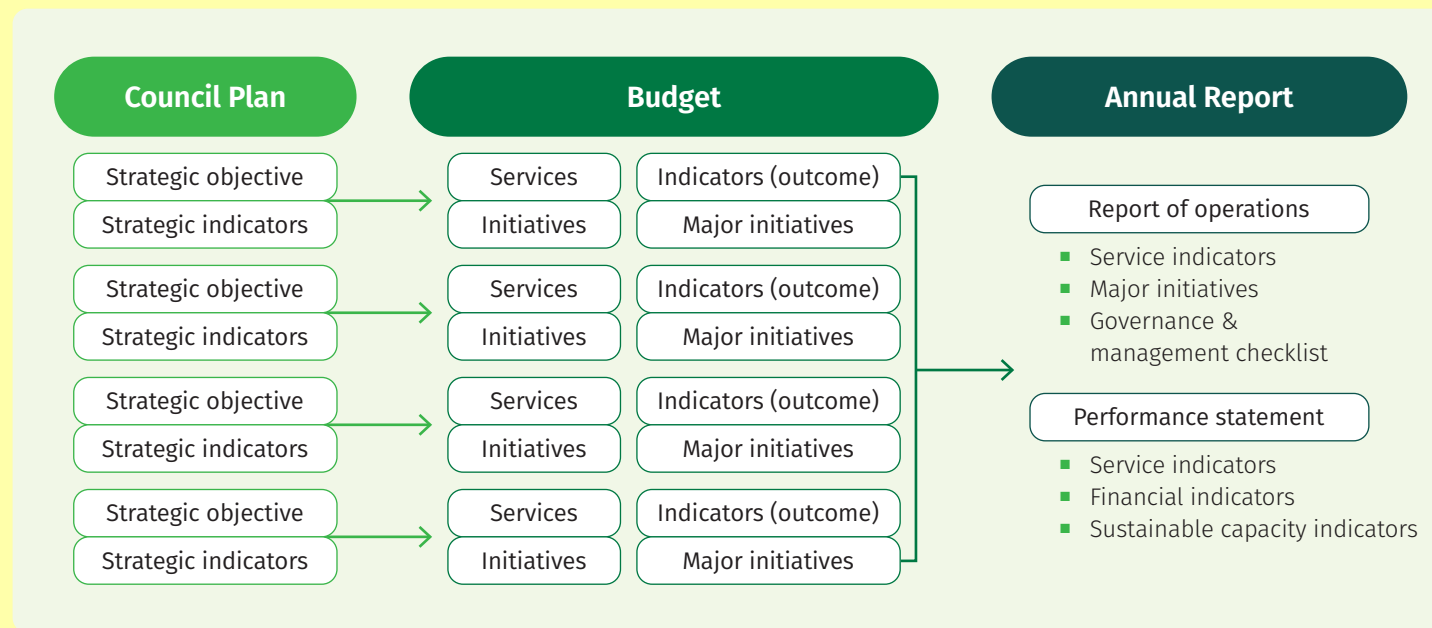
Council adopted the 2021 – 2025 Council Plan in October 2021.

As part of the Council plan process, four strategic objectives were set out as detailed below.

Strategic Objective	Description
1 Our Community's Wellbeing	Strengthen and build inclusion and community intergenerational connections Nurture and celebrate creativity Support positive life journey development for all residents Encourage, support and facilitate healthy and safe communities Maximise volunteer efforts Value, celebrate and actively engage First Nations culture and people
2 Our Growing Economy	Retain, grow and attract our population Capitalise on tourism opportunities Support existing and new and emerging business and industry Develop a skilled and diverse workforce Strengthen digital infrastructure and capability
3 Our Spaces and Places	Provide engaging public spaces Provide infrastructure to meet community need Value and care for our heritage and culture assets Manage and reduce and reuse waste Care for the natural environment and take action on climate change
4 Leading Change	Actively engage, inform and build the leadership capacity of community members and organisations Provide financial sustainability and good governance Provide a safe, inclusive and supportive workplace Advocate and partner on matters of community importance

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions.

2.1 Our Community's Wellbeing

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Aged and Disability Services	Provides support for older people and people with disabilities to enable them to remain living independently. This includes home care services, personal care services, respite services, delivered meals, home safety, social support programs and community transport.	Inc	1,919	1,908	1,969
		Exp	1,840	1,776	1,892
		Surplus / (deficit)	80	132	77
Integrated Family Services	The Goldfields Family Centre provides long day care, family day care, 3 and 4 year old kindergarten and supported playgroups as well as a variety of visiting professional services.	Inc	2,296	2,671	2,882
		Exp	2,577	2,906	2,771
		Surplus / (deficit)	(281)	(235)	111
Maternal and Child Health Services	Provides universal access to MCH services and enhanced support for families including 10 key age and stage visits from birth to 3.5 years.	Inc	448	291	297
		Exp	493	529	549
		Surplus / (deficit)	(45)	(238)	(252)
Go Goldfields	Go Goldfields is a placed based partnership initiative that is designed to address complex social issues, to improve outcomes for children youth and families. The Partnership is coordinated by a dedicated 'backbone' team based with Central Goldfields Shire Council.	Inc	487	945	402
		Exp	446	945	402
		Surplus / (deficit)	41	0	0
Library Services	Provides access to information and resources in a safe environment for all ages to encourage life-long learning and improved literacy across our communities. Library buildings are located in Maryborough, Dunolly and Talbot.	Inc	165	172	174
		Exp	506	524	576
		Surplus / (deficit)	(341)	(353)	(402)
Arts and Culture	Supports participation and engagement in arts and culture, including a program of exhibitions and associated events at The Central Goldfields Art Gallery.	Inc	71	12	1
		Exp	243	260	279
		Surplus / (deficit)	(171)	(248)	(277)
Community Development	Partners with individuals, community groups and community organisations to identify and support implementation of community priorities and activities.	Inc	-	-	-
		Exp	51	6	86
		Surplus / (deficit)	(51)	(6)	(86)

2.1 Our Community's Wellbeing (continued...)

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Emergency Management including Fire Prevention	Ensures compliance with obligations under the LG Act, EM Act and Emergency Management Manual Victoria (EMMV). Delivery of the Municipal Emergency Resources Program (MERP). Undertakes the Municipal Fire Prevention statutory responsibilities to take all practical steps to prevent the occurrence of fires on any land vested in or under control or management of Council.	<i>Inc</i>	149	1,620	247
		<i>Exp</i>	199	1,676	299
		<i>Surplus / (deficit)</i>	(50)	(56)	(52)
Recreation Services	Provides recreation facilities including the Maryborough Sport and Leisure Centre and outdoor swimming pools.	<i>Inc</i>	41	79	116
		<i>Exp</i>	901	1,017	1,018
		<i>Surplus / (deficit)</i>	(860)	(938)	(901)
Recreation Facilities Management	Provides strategic direction to support active sporting facilities and open space, active volunteers/sector and an active community.	<i>Inc</i>	116	165	37
		<i>Exp</i>	344	275	224
		<i>Surplus / (deficit)</i>	(228)	(110)	(187)
Youth Services	Provides activities and programs through FReeZA, Engage! and L2P funded initiatives to enhance confidence, support safety, improve mental health and build resilience.	<i>Inc</i>	153	241	172
		<i>Exp</i>	170	205	233
		<i>Surplus / (deficit)</i>	(17)	35	(62)
Compliance	Provides compliance and enforcement services to bring land use and development into compliance with the Planning and Environment Act and Central Goldfields Planning Scheme.	<i>Inc</i>	56	58	47
		<i>Exp</i>	202	391	526
		<i>Surplus / (deficit)</i>	(146)	(333)	(479)
Environmental Health	Provides a range of environmental health and public health services, education and the enforcement of relevant state legislation.	<i>Inc</i>	57	58	57
		<i>Exp</i>	107	139	152
		<i>Surplus / (deficit)</i>	(50)	(81)	(95)
Local Laws	Enforcement and compliance of all Council local laws to ensure the management of domestic and livestock animals, protection of our built and natural environment and general amenity and general parking enforcement.	<i>Inc</i>	117	148	207
		<i>Exp</i>	358	221	208
		<i>Surplus / (deficit)</i>	(241)	(74)	(1)

Major Initiatives

- 1) Completion of the Early Years Infrastructure Masterplan outlining an environment in which every child born in the Shire has everything they need to fulfil their potential and live a prosperous life
- 2) Deliver an Indigenous Interpretive Garden adjacent to the newly revitalised Central Goldfields Art Gallery
- 3) Support Community Recovery following the October 2022 flooding event through the leadership of a Community Recovery Officer

Other Initiatives

- 4) Development of a strategic parking plan and introduction of new infringements module to increase parking turnover in Maryborough Central Business District, freeing up more space for patrons of local businesses and hospital precinct
- 5) Continuation of review into the Local Laws in accordance with statutory requirements before current laws expire in 2025
- 6) Progress feasibility and design work for a new Youth Hub in alignment with Youth Council's strategy and vision to improve opportunities in gaining external funding for delivery of this key piece of infrastructure.
- 7) Development of a Play Space Strategy
- 8) Support the Youth Council to deliver identified priorities and demonstrate leadership around youth volunteering

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Libraries	Participation	7.86%	7.86%	7.86%
Aquatic Facilities	Utilisation	4.65	4.65	4.65
Animal Management	Health and Safety	0%	0%	0%
Food Safety	Health and Safety	100%	100%	100%
Maternal and Child Health	Participation	87.93%	90.00%	90.00%

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
		Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100

2.2 Our Growing Economy (continued...)

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Economic Development and Sustainability	Provide economic development services to the council and community to effectively identify and pursue the Shire's comparative advantages to facilitate economic development and employment opportunities. Sustainability including Climate Action Plan and community consultation	<i>Inc</i>	470	28	-
		<i>Exp</i>	945	566	562
		<i>Surplus/ (deficit)</i>	(475)	(538)	(562)
Tourism and Events	Provide timely, accurate and impartial visitor information that will contribute to a growing visitor economy. Support events including Energy Breakthrough to attract visitors to the Shire.	<i>Inc</i>	50	489	413
		<i>Exp</i>	609	1,267	1,173
		<i>Surplus/ (deficit)</i>	(559)	(778)	(760)
Building Services	Provide building control services to administer and enforce the Building Act and building regulations.	<i>Inc</i>	103	139	193
		<i>Exp</i>	310	197	207
		<i>Surplus/ (deficit)</i>	(206)	(58)	(13)
Statutory Planning	Provides the full range of statutory planning services and administration of the Planning and Environment Act as it applies to all public and private land within the Shire.	<i>Inc</i>	235	203	193
		<i>Exp</i>	608	503	529
		<i>Surplus/ (deficit)</i>	(373)	(300)	(336)
Strategic Planning	Provides strategic land use planning to assess and manager future land uses, manage land use change and population and economic growth.	<i>Inc</i>	4	956	-
		<i>Exp</i>	10	1,054	27
		<i>Surplus/ (deficit)</i>	(6)	(98)	(27)
VicRoads Agency	Provides a range of VicRoads services on behalf of VicRoads, from a central Maryborough location.	<i>Inc</i>	321	305	304
		<i>Exp</i>	230	188	194
		<i>Surplus/ (deficit)</i>	92	116	110

Major Initiatives

- 1) Active participation in the development of the Central Victorian Goldfields World Heritage Bid. Next steps identified by the Community Reference Group, following the Welcome to Central Goldfields Project
- 2) Complete Stage 2 of the Maryborough Railway Station Revitalisation Program to enhance tourism offering and product in the shire, increasing visitation and the flow on economic benefits to businesses across the municipality

Other Initiatives

- 3) As a partner with key stakeholders such as LaTrobe University, progress implementation of they key recommendations of White Paper for Maryborough Innovation Learning Hub, as a key action from the Economic Development Strategy
- 4) In accordance with key recommendations of Council's Population, Housing and Residential Settlement Strategy. Finalise work on the Talbot Futures project (including business plan for sewerage upgrade), Maryborough, Flagstaff and Carisbrook Urban Plan Framework and Maryborough Heritage Review to provide a strong foundation of strategic growth within the municipality
- 5) Commence work on a review of rural living land within a 10 kilometre radius of Maryborough to identify opportunities and issues for sustainable growth that is amenable and in alignment with environmental conditions of the varying rural landscapes that is amenable and in alignment with environmental conditions of the varying rural landscapes
- 6) Finalisation and year one implementation of the Central Goldfields Art Gallery Strategic Plan
- 7) Finalisation of a feasibility study for the Castlemaine Maryborough Rail Trail

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Statutory Planning	Decision making	50%	50%	50%

Service	Indicator	Performance Measure	Computation
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100

2.3 Our Spaces and Places

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Asset Management	Provides data collection, analysis and planning for the maintenance and renewal of all Council owned and managed infrastructure and assets. This is all facets of Infrastructure and Operations management of Council Assets including any external consultants such as valuers, inspections and condition assessments	<i>Inc</i>	117	241	134
		<i>Exp</i>	1,321	1,188	1,204
		<i>Surplus/ (deficit)</i>	(1,203)	(947)	(1,070)
Building Maintenance	Undertakes maintenance works on Council owned and managed buildings, and other built structures such as rotundas, BBQ shelters, pedestrian underpasses, and playgrounds.	<i>Inc</i>	10	0	1
		<i>Exp</i>	101	158	160
		<i>Surplus/ (deficit)</i>	(90)	(158)	(160)
Depot	Provides facilities and workshops to support the activities of Council's outdoor operations.	<i>Inc</i>	36	27	22
		<i>Exp</i>	119	86	87
		<i>Surplus/ (deficit)</i>	(83)	(58)	(65)
Drainage	This service maintains and renews the drainage systems and networks throughout the Shire, and ensures compliance to the required standards for new land developments.	<i>Inc</i>	-	-	-
		<i>Exp</i>	117	88	89
		<i>Surplus/ (deficit)</i>	(117)	(88)	(89)
Environmental Management	Environmental monitoring and implementation of services to control the spread of weeds and pests in Council controlled areas including; roadsides, nature strips, reserves, drains.	<i>Inc</i>	38	38	36
		<i>Exp</i>	20	64	65
		<i>Surplus/ (deficit)</i>	19	(26)	(29)
Roads Maintenance	Provides the maintenance, construction and reconstruction of Council's transport associated infrastructure assets.	<i>Inc</i>	-	-	-
		<i>Exp</i>	1,980	1,602	1,624
		<i>Surplus/ (deficit)</i>	(1,980)	(1,602)	(1,624)
Parks and Gardens	Provides park, gardens and oval maintenance and improvements to provide an attractive public open space and recreational environment for our community.	<i>Inc</i>	-	200	-
		<i>Exp</i>	1,162	1,154	1,169
		<i>Surplus/ (deficit)</i>	(1,162)	(954)	(1,169)
Plant	Supplies and maintains vehicle and plant to support Council's operations.	<i>Inc</i>	-	-	-
		<i>Exp</i>	(603)	(674)	(432)
		<i>Surplus/ (deficit)</i>	603	674	432
Public Amenities	Provides cleaning and servicing to public amenity blocks.	<i>Inc</i>	-	-	-
		<i>Exp</i>	587	478	484
		<i>Surplus/ (deficit)</i>	(587)	(478)	(484)

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Waste Management	Provides all waste management, policy development and education services from kerbside bin collection, transfer station management and management of closed land fill sites.	<i>Inc</i>	211	402	103
		<i>Exp</i>	2,749	2,988	3,242
		<i>Surplus/ (deficit)</i>	(2,538)	(2,585)	(3,139)

Major Initiatives

- 1) Complete the review of waste and recycling kerbside collection program to increase service level and introduce state statutory requirements for mandatory collection of separated Food Organics Garden Organics (FOGO) and Glass by 2030
- 2) Commence review of transfer stations operations to identify efficiencies and increase service levels for improved outcomes within the community
- 3) Completion of the Octagonal Pool renewal work within Maryborough Outdoor Pool complex, to protect heritage value of this asset and facilitate ongoing recreation use of the facility
- 4) Carry out works including immediate electrical and fire safety renewal works at Maryborough Town Hall, to facilitate reopening of the building for community use
- 5) Implementation of a proactive renewal program for main drains in both Maryborough and Carisbrook to preserve vital drainage asset
- 6) Deliver netball replacement project at Deledio Reserve, Dunolly following successful advocacy to receive grant funding from the state government

Other Initiatives

- 7) Progress with scoping and design for key heritage preservation projects on facilities such as Princess Park Grandstand, Talbot Town Hall and Dunolly Town Hall to improve opportunities in gaining external funding for major required renewal works.
- 8) Deliver Road Restoration Program to repair significant damage incurred following the October 2022 floods utilising Natural Disaster Financial Assistance funding to approximate value of \$9.8m (across multiple years)
- 9) Deliver improvements at the Maryborough Aerodrome utilising recently received federal funding including kangaroo proof fencing and lighting improvements for increased safety of users at the facility.
- 10) Deliver year 2 improvements to onsite waste reduction strategies at the Energy Breakthrough event.

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Roads	Condition	95.20%	95.00%	95.00%
Waste Collection	Waste Diversion	43.31%	43.00%	43.00%

Service	Indicator	Performance Measure	Computation
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

2.4 Leading Change

Services

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Community Engagement	Facilitates engagement with the community on Council projects and decisions through a range of channels including print media, online platforms, forums and workshops.	<i>Inc</i>	-	-	-
		<i>Exp</i>	384	374	410
		<i>Surplus/ (deficit)</i>	(384)	(374)	(410)
Customer Service	Provides a payment transaction service, and advice to all customers with a high focus on meeting the customer's needs at the first point of contact.	<i>Inc</i>	-	-	-
		<i>Exp</i>	206	253	303
		<i>Surplus/ (deficit)</i>	(206)	(253)	(303)
Governance Property & Risk	Provides the governance framework for the organisation including coordination of Council meetings and support and oversight of compliance with the Local Government Act, privacy and freedom of information; and comprises the coordination of Council meetings and the management occupational health and safety, property, risk management and procurement services.	<i>Inc</i>	55	117	128
		<i>Exp</i>	1,411	1,375	1,565
		<i>Surplus/ (deficit)</i>	(1,356)	(1,258)	(1,436)
Shire Management	Provides strategic leadership to the organisation, implementation of Council decisions and representation and advocacy on key issues and projects for the Shire.	<i>Inc</i>	-	-	-
		<i>Exp</i>	984	1,038	1,101
		<i>Surplus/ (deficit)</i>	(984)	(1,038)	(1,101)
Finance	Provides a full suite of financial transaction processing, including rates management and corporate financial planning, monitoring and reporting for both internal and external customers.	<i>Inc</i>	630	284	147
		<i>Exp</i>	1,679	1,210	1,501
		<i>Surplus/ (deficit)</i>	(1,049)	(926)	(1,353)
Human Resources	Provides support and development of staffing capability across the organisation, including the provision of industrial advice.	<i>Inc</i>	15	-	-
		<i>Exp</i>	801	810	830
		<i>Surplus/ (deficit)</i>	(786)	(810)	(830)
Information Management	Provides lifecycle management of all information held by Council.	<i>Inc</i>	-	-	-
		<i>Exp</i>	180	148	147
		<i>Surplus/ (deficit)</i>	(180)	(148)	(147)
Information Technology	Provides the information communication technology platform that enables the organisation to interact electronically with all of its customers.	<i>Inc</i>	-	-	-
		<i>Exp</i>	1,174	1,161	1,465
		<i>Surplus/ (deficit)</i>	(1,174)	(1,161)	(1,465)

Service area	Description of services provided		2021/22 Actual \$'000	2022/23 Forecast \$'000	2023/24 Budget \$'000
Nolan Street Offices	Provides the operations of heating, lighting and cooling the Nolan Street offices, and the office needs to maintain a function office.	<i>Inc</i>	173	426	474
		<i>Exp</i>	437	649	668
		<i>Surplus/ (deficit)</i>	(264)	(223)	(193)
Grants Commission	Financial Assistance Grants distributed by the Victoria Grants Commission.	<i>Inc</i>	3,759	4,495	5,102
		<i>Exp</i>	-	-	-
		<i>Surplus/ (deficit)</i>	3,759	4,495	5,102

Major Initiatives

- 1) Increased funding pool allocated to Community Grants
- 2) Increased allocation for ICT infrastructure upgrades, including cyber security review

Other Initiatives

- 3) Undertake a review of Community Plans, inclusive of developing a new plan for Daisy Hill

Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Forecast	2023/24 Budget
Governance	Satisfaction	51%	51%	51%

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement

2.5 Reconciliation with budgeted operating result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Income / Revenue \$'000
Our Community's Wellbeing	(2,606)	9,215	6,608
Our Growing Economy	(1,589)	2,692	1,103
Our Spaces and Places	(7,396)	7,692	296
Leading Change	(2,137)	7,990	5,852
Total	(13,728)	27,588	13,859

Expenses added in:

Depreciation	7,111
Finance costs	36
Efficiency saving	(500)

Surplus/(Deficit) before funding sources

(20,376)

Funding sources added in:

Rates and charges revenue	13,404
Waste charge revenue	4,235
Capital Grants	12,340

Total funding sources

29,979

Operating surplus/(deficit) for the year

9,603



3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual				
		2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income / Revenue						
Rates and charges	4.1.1	16,797	17,639	18,168	18,623	19,088
Statutory fees and fines	4.1.2	560	663	801	842	884
User fees	4.1.3	1,809	1,859	1,896	1,934	1,973
Grants – operating	4.1.4	13,392	10,378	10,689	10,956	11,230
Grants – capital	4.1.4	12,046	12,340	2,739	2,310	2,335
Contributions – monetary	4.1.5	279	128	132	136	140
Net gain (or loss) on disposal of property, infrastructure, plant and equipment		77	–	–	–	–
Other income	4.1.6	689	831	715	733	751
Total income / revenue		45,648	43,838	35,141	35,534	36,401
Expenses						
Employee costs	4.1.7	14,719	16,111	16,191	16,272	16,354
Materials and services	4.1.8	13,818	10,615	10,641	10,668	10,695
Depreciation	4.1.9	7,181	7,091	7,175	7,257	7,340
Amortisation – right of use assets	4.1.10	21	21	21	21	21
Bad and doubtful debts – allowance for impairment losses		2	2	2	2	2
Borrowing costs		46	36	35	36	36
Other expenses	4.1.11	347	359	367	374	381
Total expenses		36,133	34,234	34,433	34,630	34,828
Surplus/(deficit) for the year		9,515	9,603	708	904	1,572
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)*		14,397	3,960	4,005	4,047	4,091
Share of other comprehensive income of associates and joint ventures		–	–	–	–	–
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)		–	–	–	–	–
Total other comprehensive income		14,397	3,960	4,005	4,047	4,091
Total comprehensive result		23,912	13,564	4,712	4,951	5,663

Balance Sheet

For the four years ending 30 June 2027

	NOTES	Forecast	Budget	Projections		
		Actual				
		2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Assets						
Current assets						
Cash and cash equivalents		15,997	15,731	16,743	18,085	20,057
Trade and other receivables		2,112	2,782	2,912	2,970	3,030
Other financial assets		591	603	615	627	640
Inventories		60	61	62	64	65
Prepayments		327	333	340	347	354
Non-current assets classified as held for sale		–	–	–	–	–
Total current assets	4.2.1	19,087	19,511	20,672	22,093	24,145
Non-current assets						
Property, infrastructure, plant & equipment		380,923	396,027	400,450	404,712	409,077
Right-of-use assets	4.2.4	628	607	586	565	544
Total non-current assets	4.2.1	381,551	396,635	401,037	405,278	409,621
Total assets		400,638	416,145	421,709	427,371	433,766
Liabilities						
Current liabilities						
Trade and other payables		6,058	6,538	6,887	7,025	7,129
Trust funds and deposits		1,910	2,511	2,685	2,739	2,794
Unearned income/revenue		2,035	2,075	2,117	2,159	2,202
Provisions		1,217	1,741	1,776	1,812	1,848
Interest-bearing liabilities	4.2.3	–	–	–	–	–
Lease liabilities	4.2.4	21	21	21	21	22
Total current liabilities	4.2.2	11,240	12,886	13,486	13,756	13,995
Non-current liabilities						
Provisions		4,399	4,716	4,971	5,432	5,926
Interest-bearing liabilities	4.2.3	2,089	2,089	2,089	2,089	2,089
Lease liabilities	4.2.4	159	139	139	118	118
Total non-current liabilities	4.2.2	6,647	6,944	7,198	7,639	8,133
Total liabilities		17,888	19,830	20,685	21,395	22,128
Net assets		382,750	396,315	401,024	405,976	411,638
Equity						
Accumulated surplus		138,895	148,499	149,207	150,111	151,683
Reserves		243,855	247,815	251,819	255,866	259,957
Total equity		382,750	396,315	401,024	405,976	411,638

Statement of Changes in Equity

For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual					
Balance at beginning of the financial year		358,838	129,380	228,867	591
Surplus/(deficit) for the year		9,515	9,515	-	-
Net asset revaluation increment/(decrement)*		14,397	-	14,397	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		382,750	138,895	243,264	591
2024 Budget					
Balance at beginning of the financial year		382,750	138,895	243,264	591
Surplus/(deficit) for the year		9,604	9,603	-	-
Net asset revaluation increment/(decrement)		3,960	-	3,960	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	396,315	148,499	247,224	591
2025					
Balance at beginning of the financial year		396,315	148,499	247,224	591
Surplus/(deficit) for the year		708	708	-	-
Net asset revaluation increment/(decrement)		4,005	-	4,005	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		401,025	149,207	251,228	591
2026					
Balance at beginning of the financial year		401,026	149,207	251,228	591
Surplus/(deficit) for the year		904	904	-	-
Net asset revaluation increment/(decrement)		4,047	-	4,047	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		405,977	150,111	255,275	591
2027					
Balance at beginning of the financial year		405,977	150,111	255,275	591
Surplus/(deficit) for the year		1,572	1,572	-	-
Net asset revaluation increment/(decrement)		4,091	-	4,091	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		411,638	151,683	259,366	591

Statement of Cash Flows

For the four years ending 30 June 2027

	Notes	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections 2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		15,453	16,228	17,260	17,691	18,134
Statutory fees and fines		560	663	801	842	884
User fees		1,809	2,045	1,896	1,934	1,973
Grants – operating		13,392	10,378	10,934	10,956	11,230
Grants – capital		14,080	14,415	4,856	4,469	4,537
Contributions – monetary		279	128	132	136	140
Employee costs		(15,920)	(17,174)	(16,363)	(16,399)	(16,489)
Materials and services		(15,200)	(11,676)	(11,705)	(11,735)	(11,764)
Other payments		(382)	(398)	(403)	(411)	(420)
Net cash provided by/(used in) operating activities	4.4.1	14,072	14,608	7,407	7,483	8,225
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(13,381)	(14,838)	(6,360)	(6,105)	(6,218)
Net cash provided by/ (used in) investing activities	4.4.2	(13,381)	(14,838)	(6,360)	(6,105)	(6,218)
Cash flows from financing activities						
Finance costs		(46)	(36)	(35)	(36)	(36)
Repayment of borrowings		-	-	-	-	-
Net cash provided by/(used in) financing activities	4.4.3	(46)	(36)	(35)	(36)	(36)
Net increase/(decrease) in cash & cash equivalents		645	(266)	1,012	1,342	1,972
Cash and cash equivalents at the beginning of the financial year		15,352	15,997	15,731	16,743	18,085
Cash and cash equivalents at the end of the financial year		15,997	15,731	16,743	18,085	20,057

Statement of Capital Works

For the four years ending 30 June 2027

NOTES	Forecast	Budget	Projections		
	Actual				
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Property					
Land improvements	2,292	3,104	814	291	119
Total land	2,292	3,104	814	291	119
Buildings	6,282	2,702	1,182	1,027	1,021
Total buildings	6,282	2,702	1,182	1,027	1,021
Total property	8,574	5,806	1,996	1,318	1,140
Plant and equipment					
Plant, machinery and equipment	770	825	861	878	896
Computers and telecommunications	506	1,042	440	445	449
Total plant and equipment	1,276	1,867	1,301	1,323	1,345
Infrastructure					
Roads	3,316	10,014	3,063	2,457	2,706
Bridges	31	96	452	461	469
Footpaths and cycleways	200	220	196	200	204
Drainage	2,451	270	577	588	600
Waste management	-	-	33	34	35
Parks, open space and streetscapes	15	15	119	322	124
Aerodromes	-	220	-	-	-
Other infrastructure	864	41	213	928	1,149
Total infrastructure	6,877	10,875	4,653	4,990	5,287
Total capital works expenditure	4.5.1 16,727	18,548	7,950	7,631	7,772
Represented by:					
New asset expenditure	594	1,137	1,065	1,085	1,107
Asset renewal expenditure	5,170	13,990	6,250	5,900	6,011
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	10,964	3,421	635	646	654
Total capital works expenditure	4.5.1 16,727	18,548	7,950	7,631	7,772
Funding sources represented by:					
Grants	12,046	12,340	2,739	2,310	2,335
Contributions	40	-	-	-	-
Council cash	4,641	6,208	5,211	5,321	5,437
Borrowings	-	-	-	-	-
Total capital works expenditure	4.5.1 16,727	18,548	7,950	7,631	7,772

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	Actual				
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Staff expenditure					
Employee costs – operating	14,719	15,714	15,773	15,799	15,877
Employee costs – capital	1,201	1,460	590	601	612
Total staff expenditure	15,920	17,174	16,363	16,399	16,489
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	176.6	179.4	170.2	169.9	169.7
Total staff numbers	176.6	179.4	170.2	169.9	169.7

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2023/24 \$'000	Comprises			
		Permanent	Casual	Temporary	
		Full Time \$'000	Part time \$'000	\$'000	\$'000
Executive and Community Engagement	1,110	1,041	69	-	-
Infrastructure Assets and Planning	5,942	4,440	613	889	-
Community Wellbeing	7,025	1,451	3,499	2,075	-
Corporate Performance	1,568	1,369	199	-	-
Total permanent staff expenditure	15,644	8,300	4,380	2,965	-
Other employee related expenditure	70				
Capitalised labour costs	1,460				
Total expenditure	17,174				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget 2023/24	Comprises			
		Permanent	Casual	Temporary	
		Full Time	Part time		
Executive and Community Engagement	8.6	8.0	0.6	-	-
Infrastructure Assets and Planning	77.1	48.8	7.4	5.9	15.0
Community Wellbeing	76.7	17.3	41.7	17.7	-
Corporate Performance	17.1	14.8	2.3	-	-
Total staff	179.4	88.9	52.0	23.6	15.0

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Executive and Community Engagement				
Permanent – Full time	1,041	1,059	1,077	1,096
Women	746	759	772	786
Men	295	300	305	310
Persons of self-described gender	0	0	0	0
Permanent – Part time	69	70	71	73
Women	69	70	71	73
Men	0	0	0	0
Persons of self-described gender	0	0	0	0
Total Executive and Community Engagement	1,110	1,129	1,149	1,169
Community Wellbeing				
Permanent – Full time	1,451	1,476	1,502	1,528
Women	1,272	1,294	1,317	1,340
Men	179	182	185	189
Persons of self-described gender	0	0	0	0
Permanent – Part time	3,499	3,613	3,623	3,686
Women	3,124	3,231	3,234	3,291
Men	375	382	388	395
Persons of self-described gender	0	0	0	0
Total Community Wellbeing	4,950	5,089	5,125	5,214
Infrastructure Assets and Planning				
Permanent – Full time	4,440	4,517	4,588	4,588
Women	943	960	943	943
Men	3,497	3,558	3,645	3,645
Persons of self-described gender	0	0	0	0
Permanent – Part time	613	624	635	646
Women	392	399	406	413
Men	221	225	229	233
Persons of self-described gender	0	0	0	0
Total Infrastructure Assets and Planning	5,053	5,141	5,223	5,234
Corporate Performance				
Permanent – Full time	1,439	1,464	1,489	1,516
Women	1,231	1,252	1,274	1,296
Men	208	212	215	219
Persons of self-described gender	0	0	0	0
Permanent – Part time	199	200	203	207
Women	163	163	166	169
Men	36	37	37	38
Persons of self-described gender	0	0	0	0
Total Corporate Performance	1,638	1,664	1,693	1,722
Casuals, temporary and other expenditure	2,965	2,751	2,610	2,538
Capitalised labour costs	1,460	590	601	612
Total staff expenditure	17,174	16,363	16,399	16,489

	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE
Executive and Community Engagement				
Permanent – Full time	8.0	8.0	8.0	8.0
Women	6.0	6.0	6.0	6.0
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent – Part time	0.6	0.6	0.6	0.6
Women	0.6	0.6	0.6	0.6
Men	0.0	0.0	0.0	0.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Executive and Community Engagement	8.6	8.6	8.6	8.6
Community Wellbeing				
Permanent – Full time	17.3	17.3	17.3	17.3
Women	15.3	15.3	15.3	15.3
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent – Part time	41.7	41.7	41.7	41.7
Women	36.7	36.7	36.7	36.7
Men	4.9	4.9	4.9	4.9
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Community Wellbeing	59.0	59.0	59.0	59.0
Infrastructure Assets and Planning				
Permanent – Full time	48.8	48.8	48.8	48.8
Women	9.0	9.0	9.0	9.0
Men	39.8	39.8	39.8	39.8
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent – Part time	7.4	7.4	7.4	7.4
Women	4.7	4.7	4.7	4.7
Men	2.7	2.7	2.7	2.7
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Infrastructure Assets and Planning	56.2	56.2	56.2	56.2
Corporate Performance				
Permanent – Full time	14.8	14.8	14.8	14.8
Women	12.8	12.8	12.8	12.8
Men	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0
Permanent – Part time	2.3	2.3	2.3	2.3
Women	2.0	2.0	2.0	2.0
Men	0.3	0.3	0.3	0.3
Persons of self-described gender	0.0	0.0	0.0	0.0
Total Corporate Performance	17.1	17.1	17.1	17.1
Casuals and temporary staff	23.6	23.8	23.8	23.8
Capitalised labour	15.0	5.6	5.3	5.1
Total staff numbers	179.4	170.2	169.9	169.7

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.50% in line with the rate cap.

This will raise total rates and charges for 2023/24 to \$17.639m.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2022/23	2023/24	Change	
	Forecast Actual \$'000	Budget \$'000	\$'000	%
General rates*	11,189	11,639	449	4.02%
Municipal charge*	1,657	1,658	1	0.06%
Waste management levy	1,349	1,455	106	7.86%
Service rates and charges	2,539	2,780	242	9.53%
Supplementary rates and rate adjustments	-	50	50	100.00%
Interest on rates and charges	63	57	(6)	-9.52%
Total rates and charges	16,797	17,639	842	5.01%

* These items combined are subject to the rate cap established under the FGRS.

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2022/23 cents/\$CIV*	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties – Maryborough*	0.3334	0.3040	-8.82%
General rate for rateable residential properties – Other*	0.2934	0.2675	-8.83%
General rate for rateable vacant land properties*	0.5001	0.3692	-26.17%
General rate for rateable commercial properties – Maryborough*	0.5334	0.4863	-8.83%
General rate for rateable commercial properties – Other*	0.4534	0.4134	-8.82%
General rate for rateable industrial properties*	0.3667	0.3343	-8.84%
General rate for rateable farm properties*	0.2453	0.2189	-10.76%

* Rates in the dollar is subject to change based on final valuations.

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2022/23 \$'000	2023/24 \$'000	Change	
			\$'000	%
Residential – Maryborough	4,444	4,517	74	1.66%
Residential – Other	2,600	2,647	47	1.81%
Vacant Land	632	669	37	5.88%
Commercial – Maryborough	762	789	28	3.64%
Commercial – Other	108	114	5	4.89%
Industrial	177	179	2	1.31%
Farm	2,467	2,722	255	10.33%
Total amount to be raised by general rates	11,189	11,639	448	4.01%

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2022/23 Number	2023/24 Number	Change	
			Number	%
Residential – Maryborough	4,076	4,079	3	0.07%
Residential – Other	2,361	2,365	4	0.17%
Vacant Land	854	856	2	0.23%
Commercial – Maryborough	243	243	-	0.00%
Commercial – Other	83	79	(4)	-4.82%
Industrial	120	120	-	0.00%
Farm	1,028	1,028	-	0.00%
Total number of assessments	8,765	8,770	5	0.06%

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV)

4.1 Comprehensive Income Statement (continued...)

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Residential – Maryborough	1,332,832	1,507,764	174,932	13.12%
Residential – Other	886,029	1,003,823	117,794	13.29%
Vacant Land	126,364	148,893	22,529	17.83%
Commercial – Maryborough	142,790	164,700	21,910	15.34%
Commercial – Other	23,887	27,883	3,996	16.73%
Industrial	48,211	54,363	6,152	12.76%
Farm	1,005,826	1,243,787	237,961	23.66%
Total value of land	3,565,939	4,151,213	585,274	16.41%

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022/23	2023/24	\$	%
	\$	\$		
Municipal	202	202	–	0.00%

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2022/23	2023/24	Change	
	\$'000	\$'000	\$	%
Municipal	1,657	1,658	1	0.06%

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022/23	2023/24	\$	%
	\$	\$		
Standard Garbage Charge	178.14	193.54	15	8.64%
Non-Standard Garbage Charge	304.75	330.93	26	8.59%
Waste Management Fee	154.77	168.07	13	8.59%
Recycling Charge	159.44	173.14	14	8.59%
Green Waste Service (optional)	79.56	86.90	7	9.23%
Total	876.66	952.58	76	8.66%

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2022/23	2023/24	Change	
	\$	\$	\$	%
Standard Garbage Charge	1,026	1,153	127	12.38%
Non-Standard Garbage Charge	435	516	81	18.62%
Waste Management Fee	1,349	1,455	106	7.86%
Recycling Charge	919	920	2	0.16%
Green Waste Service (optional)	159	191	32	20.41%
Total	3,888	4,235	348	8.95%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Total amount to be raised by general rates	11,189	11,639	449	4.02%
Total amount to be raised by the municipal charge	1,657	1,658	1	0.06%
Total amount to be raised by waste charges	3,888	4,235	348	8.95%
Total Rates and charges	16,734	17,532	798	4.77%

4.1.1(l) Fair Go Rates System Compliance

Central Goldfields Shire Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022/23	2023/24
Total Rates	\$11,189,174	\$11,638,500
Number of rateable properties	8,765	8,770
Base Average Rate	1276.57	1327.08
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$1,466	\$1,516
Maximum General Rates and Municipal Charges Revenue	\$12,846,374	\$13,295,997
Budgeted General Rates and Municipal Charges Revenue	\$12,846,374	\$13,296,718
Budgeted Supplementary Rates	\$50,000	\$50,000
Budgeted Total Rates and Municipal Charges Revenue	\$12,896,374	\$13,346,718

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023/24: estimated \$50,000 and 2022/23: \$50,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1 Comprehensive Income Statement (continued...)

4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are:-

- Residential Maryborough rate of 0.3040% (0.3040 cents in the dollar of CIV) for all rateable residential properties situated within the Maryborough District boundary
- Residential Other rate of 0.2675% (0.2675 cents in the dollar of CIV) for all rateable residential properties situated outside the Maryborough District boundary
- Vacant Land rate of 0.3692% (0.3692 cents in the dollar of CIV) for all rateable vacant land properties
- Commercial Maryborough rate of 0.4863% (0.4863 cents in the dollar of CIV) for all rateable commercial properties situated within the Maryborough District boundary
- Commercial Other rate of 0.04134% (0.4134 cents in the dollar of CIV) for all rateable commercial properties situated outside the Maryborough District boundary
- Industrial rate of 0.3343% (0.3343 cents in the dollar of CIV) for all rateable industrial properties
- Farm Land rate of 0.2189% (0.2189 cents in the dollar of CIV) for all rateable farm properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

It is considered that each differential rate will contribute to the equitable and efficient carrying out of Council's functions, in that it is likely to achieve an equitable financial contribution to the cost of carrying out the functions of Council, including:

- The construction and maintenance of public infrastructure;
- The development and provision of health and community services;
- The provision of general support services.

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2022/23 \$'000	2023/24 \$'000	\$'000	%
Infringements and costs	46	121	75	162.39%
Land Information and Building Certificate Fees	16	15	(1)	-4.46%
Permits	140	181	41	29.51%
Registrations	169	180	11	6.46%
Town planning fees	187	161	(26)	-13.89%
Other	2	5	3	128.83%
Total statutory fees and fines	560	663	103	18.42%

4.1.3 User fees

	Forecast Actual	Budget	Change	
	2022/23 \$'000	2023/24 \$'000	\$'000	%
Childcare	588	580	(8)	-1.28%
Aged Care	501	508	7	1.40%
Transfer Station	80	82	2	2.50%
VicRoads Agency	285	284	(2)	-0.53%
Energy Breakthrough	142	175	33	23.42%
Hire Fees	38	44	6	16.93%
Immunisation	13	13	0	2.36%
Other	163	173	10	6.07%
Total user fees	1,809	1,859	50	2.75%

4.1 Comprehensive Income Statement (continued...)

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

	Forecast Actual	Budget	Change	
	2022/23 \$'000	2023/24 \$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	6,967	8,056	1,089	16%
State funded grants	3,674	1,908	(1,766)	-48%
Total grants received	10,640	9,964	(677)	-6%
(a) Operating Grants				
Recurrent – Commonwealth Government				
Financial Assistance Grants	4,496	5,102	606	13%
Family day care	1,270	1,671	401	32%
General home care	1,201	1,283	82	7%
Recurrent – State Government				
Aged care	207	178	(29)	-14%
School crossing	44	37	(7)	-16%
Library	166	169	3	2%
Kindergarten	634	543	(91)	-14%
MCH	265	266	1	0%
Youth	286	172	(114)	-40%
Community Safety	181	138	(43)	-24%
Total recurrent grants	8,749	9,559	810	9%
Non-recurrent – State Government				
Go Goldfields	940	374	(566)	-60%
Recreation	68	-	(68)	-100%
Community	2,684	414	(2,270)	-85%
Other	951	31	(921)	-97%
Total non-recurrent grants	4,643	819	(3,824)	-82%
Total operating grants	13,392	10,378	(3,014)	-23%

	Forecast Actual	Budget	Change	
	2022/23 \$'000	2023/24 \$'000	\$'000	%
(b) Capital Grants				
Recurrent – Commonwealth Government				
Roads to recovery	790	1,579	790	100%
Local Roads and Community Infrastructure	1,745	1,105	(641)	-37%
Total recurrent grants	2,535	2,684	149	6%
Non-recurrent – Commonwealth Government				
Aerodrome	-	110	110	100%
Flood Works	93	6,880	6,788	7338%
Non-recurrent – State Government				
Healthy Hearts	74	-	(74)	-100%
Art Gallery	1,385	203	(1,182)	-85%
Energy Breakthrough	803	-	(803)	-100%
Maryborough Station	1,324	-	(1,324)	-100%
Deledio Netball Court Redevelopment	362	607	245	68%
Maryborough Outdoor Pool	417	750	333	80%
Goldfields Reservoir Stabilisation	363	337	(26)	-7%
Carisbrook Recreation Reserve	2,753	-	(2,753)	-100%
Skate and Scooter Park	74	-	(74)	-100%
Living Libraries	32	-	(32)	-100%
Phillips Garden	150	-	(150)	-100%
Maryborough Tennis Centre Court Redevelopment	80	320	240	298%
Transfer stations	351	-	(351)	-100%
Rural Council Transformation Program	50	450	400	800%
Carisbrook Drainage	1,200	-	(1,200)	-100%
Total non-recurrent grants	9,511	9,657	146	2%
Total capital grants	12,046	12,340	294	2%
Total Grants	25,437	22,718	(2,720)	-11%

4.1 Comprehensive Income Statement (continued...)

4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Community	54	28	(26)	-48.41%
Animal Related (microchipping)	14	10	(3)	-25.00%
Parks and Open Spaces	76	40	(36)	-47.02%
Fire Services Levy	45	48	3	6.72%
Leave Contributions (Other Councils)	62	-	(62)	-100.00%
Other	29	2	(27)	-93.10%
Total contributions	279	128	(151)	-54.05%

4.1.6 Other Income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Energy Breakthrough (Donations/Sponsorships/Entry fees)	71	160	89	125.35%
Interest	140	50	(90)	-64.29%
Other	43	33	(10)	-23.26%
Donations	-	100	100	100.00%
Volunteer Services	418	468	50	11.96%
Rental	17	20	3	17.65%
Total other income	689	831	142	20.61%

4.1.7 Employee Costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Wages and salaries	12,274	12,987	713	5.81%
WorkCover	353	798	445	126.19%
Superannuation	1,425	1,605	180	12.62%
Long Service Leave	183	182	(1)	-0.57%
Volunteer Services	418	468	50	11.96%
Fringe Benefits Tax	65	70	5	8.11%
Total employee costs	14,719	16,111	1,392	9.46%

4.1.8 Materials and Services

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Contractors	9,781	6,899	(2,882)	-29.47%
Materials and Services	2,428	2,385	(43)	-1.75%
Insurances	458	465	7	1.53%
Event Support, Grants and Contributions	1,151	865	(286)	-24.81%
Total materials and services	13,818	10,615	(3,203)	-23.18%

4.1.9 Depreciation

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	1,061	1,171	110	10.34%
Plant & equipment	295	348	53	17.83%
Infrastructure	5,573	5,323	(250)	-4.49%
Furniture, Fixtures and Fittings	252	249	(3)	-1.19%
Total depreciation	7,181	7,091	(91)	-1.26%

4.1.10 Amortisation – Right of use assets

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Right of use assets	21	21	-	0.00%
Total amortisation – right of use assets	21	21	-	0.00%

4.1.11 Other Expenses

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Councillor allowances	251	259	8	3.35%
Auditor remuneration – internal auditor	48	50	2	4.17%
Auditor remuneration – external auditor	48	50	2	4.17%
Total other expenses	347	359	12	3.57%

4.2 Balance Sheet

4.2.1 Assets

Overall the total assets in the Balance Sheet are expected to increase each year due to a large capital works program in 2023/24, offset by the impact of depreciation, and a positive cash position in future years resulting in a higher level of cash held.

4.2.2 Liabilities

Overall Council liabilities are forecast to decrease the next financial year as a result of not borrowing (\$668k). It is anticipated that the full balance of the current borrowings will be paid in full at the end of the following financial year (2024/25).

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2022/23 \$	Budget 2023/24 \$	Projections 2024/25 \$	2025/26 \$	2026/27 \$
Amount borrowed as at 30 June of the prior year	2,089	2,089	2,089	2,089	2,089
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	-	-	-	-	-
Amount of borrowings as at 30 June	2,089	2,089	2,089	2,089	2,089

4.2.4 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2022/23 \$	Budget 2023/24 \$
Right-of-use assets		
Land and Buildings	628	607
Total right-of-use assets	628	607
Lease liabilities		
Current lease Liabilities		
Land and buildings	21	21
Total current lease liabilities	21	21
Non-current lease liabilities		
Land and buildings	159	139
Total non-current lease liabilities	159	139
Total lease liabilities	180	159

4.3.1 Reserves

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time, as movements are difficult to predict. Council has not budgeted for any movement in this reserve in future years, however has taken into account the most recent revaluation of Infrastructure Assets into account in the 2022/23 forecast.

4.3.2 Equity

The movement in the statement of equity relates to the budgeted comprehensive result for the period.

4.4.1 Net cash flows provided by/used in operating activities

Cash flows from operating activities are considerably higher in the 2023/24 budget than in future years, due to the significant level of grants income budgeted for in this year.

4.4.2 Net cash flows provided by/used in investing activities

Cash flows used in investing activities are considerably higher in the 2023/24 budget than in future years due to the significant level of grant-funded capital works budgeted for in this year.

4.4.3 Net cash flows provided by/used in financing activities

Cash flows from financing activities are lower in 2023/24 due to repayment of borrowings, in with the long term financial plan.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2023/24 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	8,574	2,851	(5,724)	-66.75%
Plant and equipment	1,276	1,699	423	33.17%
Infrastructure	6,877	10,765	3,888	56.54%
Total	16,727	15,315	(1,412)	-8.44%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	2,851	-	1,212	1,639	-	1,397	-	1,454	-
Plant and equipment	1,699	605	825	270	-	450	-	1,249	-
Infrastructure	10,765	270	10,495	-	-	8,459	-	2,306	-
Total	15,315	875	12,532	1,908	-	10,306	-	5,009	-



4.5 Capital works program (continued...)

4.5.2 Current Budget

Capital Works Area	Project Cost		Asset expenditure types			Summary of Funding Sources				
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000	
PROPERTY										
Land Improvements										
<i>Deledio Reserve Netball Courts Redevelopment</i>	849	-	-	849	-	607	-	242	-	
<i>Maryborough Outdoor Pool Upgrade</i>	150	-	150	-	-	-	-	150	-	
<i>Parks Renewal</i>	12	-	12	-	-	-	-	12	-	
<i>Rubbish Bins Renewal</i>	10	-	10	-	-	-	-	10	-	
<i>Playgrounds Renewal</i>	15	-	15	-	-	-	-	15	-	
<i>Bowenvale Playground Works</i>	50	-	50	-	-	-	-	50	-	
<i>Recycled Watermain Replacement</i>	15	-	15	-	-	-	-	15	-	
Buildings										
<i>Maryborough Town Hall</i>	790	-	-	790	-	790	-	-	-	
<i>MLC Roof Renewal Design and Scoping</i>	200	-	200	-	-	-	-	200	-	
<i>Youth Hub Scoping and Feasibility</i>	50	-	50	-	-	-	-	50	-	
<i>Princes Park Grandstand and Changerooms Design and Scoping</i>	200	-	200	-	-	-	-	200	-	
<i>Talbot Museum</i>	40	-	40	-	-	-	-	40	-	
<i>Carisbrook Town Hall Design and Scoping</i>	100	-	100	-	-	-	-	100	-	
<i>Dunolly Town Hall Design and Scoping</i>	100	-	100	-	-	-	-	100	-	
<i>Goldfields Family Centre Kitchen Renewal</i>	20	-	20	-	-	-	-	20	-	
<i>Talbot Town Hall Design and Scoping</i>	100	-	100	-	-	-	-	100	-	
<i>Buildings Renewal Minor Capital</i>	100	-	100	-	-	-	-	100	-	
<i>Depot Renewal Works</i>	50	-	50	-	-	-	-	50	-	
TOTAL PROPERTY	2,851	-	1,212	1,639	-	1,397	-	1,454	-	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
<i>Operating Plant</i>	505	-	505	-	-	-	-	505	-	
<i>Vehicles – Cars</i>	200	-	200	-	-	-	-	200	-	
<i>Vehicles – Utes</i>	120	-	120	-	-	-	-	120	-	
Computers and Telecommunications										
<i>IT Strategy initiatives</i>	240	35	-	205	-	-	-	240	-	
<i>Rural ICT Transformation Project</i>	570	570	-	-	-	450	-	120	-	
<i>PC Network and Hardware</i>	65	-	-	65	-	-	-	65	-	
TOTAL PLANT AND EQUIPMENT	1,699	605	825	270	-	450	-	1,249	-	

4.5 Capital works program (continued...)

4.5.2 Current Budget (continued...)

Capital Works Area	Project Cost		Asset expenditure types			Summary of Funding Sources			
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
Roads									
<i>Design Roads</i>	150	150	-	-	-	-	-	150	-
<i>Major Patches</i>	135	-	135	-	-	-	-	135	-
<i>Sealed Road Shoulder Renewal</i>	100	-	100	-	-	-	-	100	-
<i>Unsealed Roads Renewal</i>	340	-	340	-	-	-	-	340	-
<i>Sealed Renewal Reseals</i>	640	-	640	-	-	-	-	640	-
<i>Sealed Renewals Asphalt</i>	190	-	190	-	-	-	-	190	-
<i>Flood Recovery Works</i>	6,880	-	6,880	-	-	6,880	-	-	-
<i>Roads to Recovery – Road Rehabilitation Program*</i>	1,579	-	1,579	-	-	1,579	-	-	-
Bridges									
<i>Minor Culverts Renewal</i>	16	-	16	-	-	-	-	16	-
<i>Major Culvert Renewal</i>	80	-	80	-	-	-	-	80	-
Footpaths and Cycleways									
<i>Pathways Renewal</i>	100	-	100	-	-	-	-	100	-
<i>Pathways New*</i>	120	120	-	-	-	-	-	120	-
Drainage									
<i>Kerb and Channel Renewal</i>	50	-	50	-	-	-	-	50	-
<i>Table drain Renewals</i>	70	-	70	-	-	-	-	70	-
<i>Main Drain Renewal – Carisbrook and Maryborough</i>	50	-	50	-	-	-	-	50	-
<i>Drainage Renewal</i>	100	-	100	-	-	-	-	100	-
Parks, Open Space and Streetscapes									
<i>Streetscape Renewal</i>	15	-	15	-	-	-	-	15	-
Aerodromes									
<i>Aerodrome Fence Renewal</i>	110	-	110	-	-	-	-	110	-
Other Infrastructure									
<i>Street Furniture Renewal</i>	31	-	31	-	-	-	-	31	-
<i>Traffic Control Facilities Renewal</i>	10	-	10	-	-	-	-	10	-
TOTAL INFRASTRUCTURE	10,765	270	10,495	-	-	8,459	-	2,306	-
TOTAL NEW CAPITAL WORKS	15,315	875	12,532	1,908	-	10,306	-	5,009	-

* Refer Appendix for site listing

4.5 Capital works program (continued...)

4.5.3 Works carried forward from the 2022/23 year

Capital Works Area	Project Cost		Asset expenditure types			Summary of Funding Sources				
	\$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000	
PROPERTY										
Land Improvements										
<i>Energy Breakthrough Land Improvements</i>	61	-	-	61	-	-	-	61	-	-
<i>Play Space Strategy Development</i>	30	-	-	30	-	-	-	30	-	-
<i>Swimming Pool Upgrades</i>	315	-	-	315	-	315	-	-	-	-
<i>Maryborough Outdoor Pool Upgrade</i>	750	-	750	-	-	750	-	-	-	-
<i>Parks Renewal Derby Rd</i>	40	-	40	-	-	-	-	40	-	-
<i>Gordon Gardens Masterplan Works</i>	150	-	-	150	-	-	-	150	-	-
<i>Maryborough Tennis Centre Multi Use Courts</i>	320	-	-	320	-	320	-	-	-	-
<i>Goldfields Reservoir Dam Stabilisation</i>	337	-	-	337	-	337	-	-	-	-
Buildings										
<i>Maryborough Town Hall</i>	220	-	-	220	-	-	-	220	-	-
<i>Art Gallery – Indigenous Interpretive Garden</i>	263	263	-	-	-	203	-	60	-	-
<i>Rene Fox Gardens Toilet Refurbishment</i>	200	-	200	-	-	-	-	200	-	-
<i>Civic Centre Upgrade</i>	270	-	270	-	-	-	-	270	-	-
TOTAL PROPERTY	2,955	263	1,260	1,433	-	1,925	-	1,031	-	-
PLANT AND EQUIPMENT										
Computers and Telecommunications										
<i>Human Resource Information System</i>	80	-	-	80	-	-	-	80	-	-
<i>Field and Mobility services module</i>	88	-	88	-	-	-	-	88	-	-
TOTAL PLANT AND EQUIPMENT	168	-	88	80	-	-	-	168	-	-
INFRASTRUCTURE										
Aerodromes										
<i>Aerodrome Fence Renewal</i>	110	-	110	-	-	110	-	-	-	-
TOTAL INFRASTRUCTURE	110	-	110	-	-	110	-	-	-	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2022/23	3,233	263	1,458	1,513	-	2,035	-	1,199	-	-

Summary of Planned Capital Works Expenditure

For the years ending 30 June 2025, 2026 & 2027

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	814	-	814	-	-	814	94	-	720	-
Total Land	814	-	814	-	-	814	94	-	720	-
Buildings	1,182	-	1,011	-	171	1,182	-	-	1,182	-
Total Buildings	1,182	-	1,011	-	171	1,182	-	-	1,182	-
Total Property	1,996	-	1,825	-	171	1,996	94	-	1,902	-
Plant and Equipment										
Plant, machinery and equipment	861	861	-	-	-	861	-	-	861	-
Computers and telecommunications	440	-	440	-	-	440	-	-	440	-
Total Plant and Equipment	1,301	861	440	-	-	1,301	-	-	1,301	-
Infrastructure										
Roads	3,063	22	3,041	-	-	3,063	2,432	-	631	-
Bridges	452	17	435	-	-	452	-	-	452	-
Footpaths and cycleways	196	84	-	-	112	196	-	-	196	-
Drainage	577	-	242	-	335	577	-	-	577	-
Waste management	33	-	33	-	-	33	-	-	33	-
Parks, open space and streetscapes	119	-	119	-	-	119	-	-	119	-
Other infrastructure	213	81	115	-	17	213	213	-	-	-
Total Infrastructure	4,653	204	3,985	-	464	4,653	2,645	-	2,008	-
Total Capital Works Expenditure	7,950	1,065	6,250	-	635	7,950	2,739	-	5,211	-

Summary of Planned Capital Works Expenditure

For the years ending 30 June 2025, 2026 & 2027

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	291	-	117	-	174	291	-	-	291	-
Total Land	291	-	117	-	174	291	-	-	291	-
Buildings	1,027	-	1,027	-	-	1,027	-	-	1,027	-
Total Buildings	1,027	-	1,027	-	-	1,027	-	-	1,027	-
Total Property	1,318	-	1,144	-	174	1,318	-	-	1,318	-
Plant and Equipment										
Plant, machinery and equipment	878	878	-	-	-	878	-	-	878	-
Computers and telecommunications	445	-	445	-	-	445	-	-	445	-
Total Plant and Equipment	1,323	878	445	-	-	1,323	-	-	1,323	-
Infrastructure										
Roads	2,457	23	2,434	-	-	2,457	1,997	-	460	-
Bridges	461	17	444	-	-	461	-	-	461	-
Footpaths and cycleways	200	86	-	-	114	200	-	-	200	-
Drainage	588	-	247	-	341	588	-	-	588	-
Waste management	34	-	34	-	-	34	-	-	34	-
Parks, open space and streetscapes	322	-	322	-	-	322	-	-	322	-
Other infrastructure	928	81	830	-	17	928	313	-	615	-
Total Infrastructure	4,990	207	4,311	-	472	4,990	2,310	-	2,680	-
Total Capital Works Expenditure	7,631	1,085	5,900	-	646	7,631	2,310	-	5,321	-

Summary of Planned Capital Works Expenditure

For the years ending 30 June 2025, 2026 & 2027

2026/27	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land improvements	119	-	119	-	-	119	-	-	119	-
Total Land	119	-	119	-	-	119	-	-	119	-
Buildings	1,021	-	843	-	178	1,021	-	-	1,021	-
Total Buildings	1,021	-	843	-	178	1,021	-	-	1,021	-
Total Property	1,140	-	962	-	178	1,140	-	-	1,140	-
Plant and Equipment										
Plant, machinery and equipment	896	896	-	-	-	896	-	-	896	-
Computers and telecommunications	449	-	449	-	-	449	-	-	449	-
Total Plant and Equipment	1,345	896	449	-	-	1,345	-	-	1,345	-
Infrastructure										
Roads	2,706	23	2,683	-	-	1	2,016	-	690	-
Bridges	469	17	452	-	-	469	-	-	469	-
Footpaths and cycleways	204	88	-	-	116	204	-	-	204	-
Drainage	600	-	252	-	348	600	-	-	600	-
Waste management	35	-	35	-	-	35	-	-	35	-
Parks, open space and streetscapes	124	-	124	-	-	124	-	-	124	-
Other infrastructure	1,149	83	1,054	-	12	1,149	319	-	830	-
Total Infrastructure	5,287	211	4,600	-	476	5,287	2,335	-	2,952	-
Total Capital Works Expenditure	7,772	1,107	6,011	-	654	7,772	2,335	-	5,437	-

5a. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted performance indicators – Service

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend +/o/-
						2024/25	2025/26	2026/27	
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	51%	51%	51%	51%	51%	51%	o
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	95%	95%	95%	95%	95%	95%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	50%	50%	50%	50%	50%	50%	o
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	43%	43%	43%	43%	43%	43%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Targeted performance indicators – Financial

Indicator	Measure	Notes	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend +/o/-
						2024/25	2025/26	2026/27	
Liquidity									
Working Capital	Current assets / current liabilities	5	131%	170%	151%	153%	161%	173%	+
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	104%	225%	246%	96%	90%	91%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	53%	50%	56%	56%	56%	56%	+
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$4,051	\$4,122	\$3,904	\$3,926	\$3,949	\$3,971	+

Notes to indicators – 5a

1. Satisfaction with community consultation and engagement

Council has used the average result for small rural councils as the basis for this target

2. Sealed local roads below the intervention level

Council intends to maintain a good level of road condition.

3. Planning applications decided within the relevant required time

Council intends to maintain current servicing levels, noting the resourcing constraints.

4. Kerbside collection waste diverted from landfill

Aligns with previous year results and takes into consideration volatility in market/challenging legislative framework.

5. Working Capital

It is a continuous challenge for Council to ensure working capital is kept above 100% and the long term challenges of rate capping and debt collection legislation impact this position.

6. Asset renewal

Asset renewal is anticipated to decrease from 2024/25 onwards. A conservative approach has been taken to capital grant funding which impacts the upgrade and renewal capacity of Council.

7. Rates concentration

A conservative approach to capital grant funding results in rate revenue accounting for a higher percentage of revenue, showing an increase in rates concentration over the coming 4 years

8. Expenditure level

Total expenses is anticipated to increase as the CPI increases which impact Council. The number of assessments has not increased for the purposes of this KPI in the forecast years

5b. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual 2021/22	Forecast 2023/24	Budget 2023/24	Projections			Trend + / o / -
						2024/25	2025/26	2026/27	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	-7.1%	-7.5%	-8.7%	-6.3%	-4.2%	-2.2%	+
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	43%	107%	86%	89%	96%	108%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	13%	12%	12%	11%	11%	11%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4%	0%	0%	0%	0%	0%	o
Indebtedness	Non-current liabilities / own source revenue		10%	29%	23%	33%	35%	22%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.63%	0.47%	0.42%	0.42%	0.41%	0.40%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	13	\$1,442.7	\$1,465.6	\$1,516.16	\$1,546.5	\$1,577.4	\$1,609.0	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators – 5b

9. Adjusted underlying result

Council continues to review the long term impact of decision making on the adjusted underlying result. The impact of rate capping and increases in cost of materials is anticipated to continue to impact this result.

10. Unrestricted Cash

The impact of rate capping as well as a conservative approach taken to capital grant funding has meant the expectation of Council to self fund capital works at a higher rate, resulting in a decrease in unrestricted cash.

11. Debt compared to rates

Council does not intend to borrow for further works, however does intend to refinance current loan.

12. Rates effort

The increase in CIV has increased substantially as compared to the rate cap over the past number of years. The assumption for the coming years has been a 2% rate cap and a 5% increase in property valuations.

13. Revenue level

The increase in rates revenue per property increases due to the assumption of no increase in property numbers over the coming years.

6. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/ non-statutory nature which will be charged in respect to various goods and services during the financial year 2023/24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Art Gallery							
Gallery Admission	Per person	Taxable	\$-	\$-	\$-	0.0%	Non-statutory
Special Gallery Exhibitions	Per person	Taxable	POA	POA	\$-	0.0%	Non-statutory
School Holiday Children's Workshop Fees	Per workshop	Taxable	POA	POA	\$-	0.0%	Non-statutory
Animal Management							
Dog Registration – Animal either neutered, over 10 years old, working stock, breeding stock at registered business or obedience trained	Per dog	Non-Taxable	\$38.00	\$40.00	\$2.00	5.3%	Statutory
Pensioner Dog Registration – Animal either neutered, over 10 years old, working stock, breeding stock at registered business or obedience trained	Per dog	Non-Taxable	\$19.00	\$20.00	\$1.00	5.3%	Statutory
Cat Registration – Animal either neutered, over 10 years old or breeding stock at registered business.	Per cat	Non-Taxable	\$38.00	\$40.00	\$2.00	5.3%	Statutory
Pensioner Cat Registration – Animal either neutered, over 10 years old or breeding stock at registered business	Per cat	Non-Taxable	\$19.00	\$20.00	\$1.00	5.3%	Statutory
Dog Registration	Per dog	Non-Taxable	\$108.00	\$120.00	\$12.00	11.1%	Statutory
Pensioner Dog Registration	Per dog	Non-Taxable	\$54.00	\$60.00	\$6.00	11.1%	Statutory
Cat Registration	Per cat	Non-Taxable	\$108.00	\$120.00	\$12.00	11.1%	Statutory
Pensioner Cat Registration	Per cat	Non-Taxable	\$54.00	\$60.00	\$6.00	11.1%	Statutory
Micro chipping	Per animal	Taxable	\$44.00	\$45.30	\$1.30	3.0%	Statutory
Permit for more than 2 dogs (per annum)	Per permit	Taxable	\$44.00	\$45.30	\$1.30	3.0%	Statutory
Domestic Animal Business Registration (DAB)	Per registration	Non-Taxable	\$258.00	\$267.00	\$9.00	3.5%	Statutory
Pound release fee (Cat)	Per cat	Taxable	\$44.00	\$45.30	\$1.30	3.0%	Statutory
Pound release per day (Cat)	Per cat	Taxable	\$17.00	\$15.70	\$(1.30)	-7.6%	Statutory
Pound release fee (Dog)	Per dog	Taxable	\$44.00	\$45.30	\$1.30	3.0%	Statutory
Pound release per day (Dog)	Per dog	Taxable	\$17.00	\$17.50	\$0.50	2.9%	Statutory
Pound release fee (Stock & other)	Per animal	Taxable	\$108.00	\$111.00	\$3.00	2.8%	Statutory
Pound release fee (Stock & other)	Per animal per day	Taxable	\$22.00	\$23.00	\$1.00	4.5%	Statutory
Adoption Fee (Female Dogs)	Per animal	Taxable	\$455.00	\$470.00	\$15.00	3.3%	Statutory
Adoption Fee (Male Dogs)	Per animal	Taxable	\$340.00	\$350.00	\$10.00	2.9%	Statutory
Adoption Fee (Female Cats)	Per animal	Taxable	\$232.00	\$240.00	\$8.00	3.4%	Statutory
Adoption Fee (Male Cats)	Per animal	Taxable	\$169.00	\$175.00	\$6.00	3.6%	Statutory
Animal Trap Hire Bond	Per trap	Taxable	\$50.00	\$50.00	\$-	0.0%	Statutory
Airport							
Site Leases	Per site	Taxable	Market rate	Market Rate	\$-	0.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Asset Management							
Wood collection fee – per m ³	Per m ³	Non-Taxable	\$22.40	\$23.18	\$0.78	3.5%	Non-statutory
Pensioner Concession Wood collection fee – per m ³	Per m ³	Non-Taxable	\$11.20	\$11.59	\$0.39	3.5%	Non-statutory
Consent for excavation works	Per permit	Non-Taxable	\$160.80	\$166.40	\$5.60	3.5%	Non-statutory
Vehicle crossing fee	Per permit	Non-Taxable	\$139.00	\$143.85	\$4.85	3.5%	Non-statutory
General road occupation	Per permit	Non-Taxable	\$101.75	\$105.30	\$3.55	3.5%	Non-statutory
Construction road occupation fee – first week	Per week	Non-Taxable	\$101.75	\$105.30	\$3.55	3.5%	Non-statutory
Construction road occupation fee – after one week	Per week	Non-Taxable	\$48.80	\$50.50	\$1.70	3.5%	Non-statutory
Tree Planting fee	Per permit	Taxable	\$172.00	\$178.00	\$6.00	3.5%	Non-statutory
Building							
Building Information Fee	Per statement	Non-Taxable	\$57.00	\$57.00	\$–	0.0%	Statutory
Stormwater legal point of discharge	Per permit	Non-Taxable	\$72.00	\$155.34	\$83.34	115.8%	Statutory
Report & Consent (Demolition sec29A)	Per report	Non-Taxable	\$72.00	\$91.43	\$19.43	27.0%	Statutory
Report & Consent (All)	Per report	Non-Taxable	\$72.00	\$311.80	\$239.80	333.1%	Statutory
Lodgement Fee	Per lodgement	Non-Taxable	\$44.00	\$44.00	\$–	0.0%	Statutory
Class 1 Dwelling (House) value \$– – \$150,000	Per permit	Taxable	\$1,877.00	\$1,877.00	\$–	0.0%	Statutory
Class 1 Dwelling (House) value \$150,001 – \$200,000	Per permit	Taxable	\$2,051.00	\$2,051.00	\$–	0.0%	Statutory
Class 1 Dwelling (House) value \$200,001 – \$300,000	Per permit	Taxable	\$2,248.00	\$2,326.00	\$78.00	3.5%	Statutory
Class 1 Dwelling (House) value \$300,001 – \$400,000	Per permit	Taxable	\$2,954.00	\$3,057.00	\$103.00	3.5%	Statutory
Class 1 Dwelling (House) value \$400,001 – \$500,000	Per permit	Taxable	\$3,731.00	\$3,861.00	\$130.00	3.5%	Statutory
Class 1 Dwelling (House) value \$500,000 +	Per permit	Taxable	POA	POA	\$–	0.0%	Statutory
Class 10A Buildings (Sheds, pools, fences and retaining walls) value \$– – \$5,000	Per permit	Taxable	\$625.00	\$550.00	\$(75.00)	-12.0%	Statutory
Class 10A Buildings (Sheds, pools, fences and retaining walls) value \$5,001 – \$10,000	Per permit	Taxable	\$742.00	\$652.00	\$(90.00)	-12.1%	Statutory
Class 10A Buildings (Sheds, pools, fences and retaining walls) value \$10,001 – \$20,000	Per permit	Taxable	\$870.00	\$765.00	\$(105.00)	-12.1%	Statutory
Class 10A Buildings (Sheds, pools, fences and retaining walls) value \$20,001 +	Per permit	Taxable	\$996.00	\$876.00	\$(120.00)	-12.0%	Statutory
Building Alterations Domestic value \$– – \$5,000	Per permit	Taxable	\$625.00	\$647.00	\$22.00	3.5%	Statutory
Building Alterations Domestic value \$5,001 – \$10,000	Per permit	Taxable	\$741.00	\$767.00	\$26.00	3.5%	Statutory
Building Alterations Domestic value \$10,001 – \$30,000	Per permit	Taxable	\$996.00	\$1,030.00	\$34.00	3.4%	Statutory
Building Alterations Domestic value \$30,001 – \$50,000	Per permit	Taxable	\$1,298.00	\$1,343.00	\$45.00	3.5%	Statutory
Building Alterations Domestic value \$50,001 – \$80,000	Per permit	Taxable	\$1,645.00	\$1,702.00	\$57.00	3.5%	Statutory
Building Alterations Domestic value \$80,001 – \$100,000	Per permit	Taxable	\$1,877.00	\$1,940.00	\$63.00	3.4%	Statutory
Building Alterations Domestic value \$100,001 – \$200,000	Per permit	Taxable	\$2,018.00	\$2,088.00	\$70.00	3.5%	Statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Building (continued...)							
Building Alterations Domestic value \$200,001 – \$300,000	Per permit	Taxable	New	\$2,326.00	\$-	100.0%	Statutory
Building Alterations Domestic value \$300,001 – \$400,000	Per permit	Taxable	New	\$3,057.00	\$-	100.0%	Statutory
Building Alterations Domestic value \$400,001 – \$500,000	Per permit	Taxable	New	\$3,861.00	\$-	100.0%	Statutory
Building Alterations Domestic value over \$500,000	Per permit	Taxable	POA	POA	\$-	0.0%	Statutory
All other buildings including Commercial value \$- – \$500,000	Per permit	Taxable	\$1.16 per 1% of value of Building works	\$1.20 per 1% of value of Building works	\$-	0.0%	Statutory
All other buildings including Commercial value \$500,001 +	Per permit	Taxable	POA	POA	\$-	0.0%	Statutory
Extension of existing Building Permit value Class 10 buildings 1st permit extension	Per permit	Taxable	\$544.00	\$350.00	\$(194.00)	-35.7%	Statutory
Extension of existing Building Permit value Class 10 buildings Subsequent extension	Per permit	Taxable	POA	\$550.00	\$-	0.0%	Statutory
Extension of existing Building Permit value Class 1 – 9 buildings 1st permit extension	Per permit	Taxable	\$544.00	\$350.00	\$(194.00)	-35.7%	Statutory
Extension of existing Building Permit value Class 1 – 9 buildings Subsequent extension	Per permit	Taxable	POA	\$550.00	\$-	0.0%	Statutory
Redline report liquor licence	Per licence	Taxable	\$469.00	\$485.00	\$16.00	3.4%	Statutory
Building inspections	Per inspection	Taxable	\$237.00	\$245.00	\$8.00	3.4%	Statutory
Demolition minor	Per permit	Taxable	\$591.00	\$611.00	\$20.00	3.4%	Statutory
Demolition Major	Per permit	Taxable	\$550.00	\$570.00	\$20.00	3.6%	Statutory
Minor Amendment of existing Building Permit	Per request	Taxable	\$220.00	\$227.00	\$7.00	3.2%	Statutory
Major Amendment of existing Building Permit	Per permit	Taxable	\$550.00	\$569.00	\$19.00	3.5%	Statutory
Illegal building work	Per permit	Taxable	1.5 times building permit fee	1.5 times building permit fee	\$-	0.0%	Statutory
ESM report	Per report	Taxable	\$591.00	\$591.00	\$-	0.0%	Statutory
Title search	Per search	Taxable	\$59.00	\$61.00	\$2.00	3.4%	Non-statutory
Archive retrieval	Per retrieval	Taxable	\$86.00	\$89.00	\$3.00	3.5%	Non-statutory
Swimming pool or spa registration	Per pool or spa	Non-Taxable	\$33.00	\$33.00	\$-	0.0%	Statutory
Swimming pool or spa registration – Information search fee	Per request	Non-Taxable	\$49.00	\$49.00	\$-	0.0%	Statutory
Swimming pool or spa registration – Compliance Certificate Lodgement	Per certificate	Non-Taxable	\$22.00	\$22.00	\$-	0.0%	Statutory
Swimming pool or spa registration – Certificate of Noncompliance Lodgement	Per certificate	Non-Taxable	\$397.00	\$397.00	\$-	100.0%	Statutory
FRV report and consent comments	Per request	Non-Taxable	New	\$720.00	\$-	100.0%	Non-statutory
Place of Public Occupation (POPE)	Per application	Taxable	New	\$591.00	\$-	100.0%	Non-statutory
Prescribed Temp Structures – Siting	Per application	Taxable	New	\$400.00	\$-	100.0%	Non-statutory
Occupation of Temp Structures	Per application	Taxable	New	\$225.00	\$-	100.0%	Non-statutory
Alternative Performance Solutions	Per application	Taxable	New	\$350.00	\$-	100.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Caravan Park Registrations							
Registration Application Fees less than 26 Sites	Per registration	Non-Taxable	\$293.33	\$270.30	\$(23.03)	-7.9%	Statutory
Registration Application Fees between 26 and 50 Sites	Per registration	Non-Taxable	\$586.65	\$540.60	\$(46.05)	-7.8%	Statutory
Registration Application Fees between 51 and 100 Sites	Per registration	Non-Taxable	\$1,173.30	\$1,081.20	\$(92.10)	-7.8%	Statutory
Registration Application Fees between 101 and 150 Sites	Per registration	Non-Taxable	\$1,777.21	\$1,637.70	\$(139.51)	-7.8%	Statutory
Registration Application Fees between 151 and 200 Sites	Per registration	Non-Taxable	\$2,363.86	\$2,178.30	\$(185.56)	-7.8%	Statutory
Registration Application Fees between 201 and 250 Sites	Per registration	Non-Taxable	\$2,950.51	\$2,718.90	\$(231.61)	-7.8%	Statutory
Registration Application Fees between 251 and 300 Sites	Per registration	Non-Taxable	\$3,537.16	\$3,259.50	\$(277.66)	-7.8%	Statutory
Registration Application Fees between 301 and 350 Sites	Per registration	Non-Taxable	\$4,141.07	\$3,816.00	\$(325.07)	-7.8%	Statutory
Registration Application Fees between 351 and 400 Sites	Per registration	Non-Taxable	\$4,727.72	\$4,356.60	\$(371.12)	-7.8%	Statutory
Registration Application Fees between 401 and 450 Sites	Per registration	Non-Taxable	\$5,314.37	\$4,897.20	\$(417.17)	-7.8%	Statutory
Registration Application Fees between 451 and 500 Sites	Per registration	Non-Taxable	\$5,901.02	\$5,437.80	\$(463.22)	-7.8%	Statutory
Civil Services							
Checking of Civil drawings for Subdivisions	Per job	Taxable	0.75% of the total construction costs	0.75% of the total construction costs	\$-	0.0%	Statutory
Supervision of construction	Per job	Taxable	2.5% of the total construction costs	2.5% of the total construction costs	\$-	0.0%	Statutory
Private Works for Others	Per job	Taxable	Costs plus 20% plus GST	Costs plus 20% plus GST	\$-	0.0%	Statutory
Environmental Health							
Septic Tank application fee	Per permit	Non-Taxable	\$734.00	\$777.19	\$43.19	5.9%	Statutory
Alter Septic Tank fee	Per permit	Non-Taxable	\$561.00	\$592.28	\$31.28	5.6%	Statutory
Septic Tank amendment	Per permit	Non-Taxable	\$58.00	\$62.00	\$4.00	6.9%	Non-statutory
Septic Tank extension	Per permit	Non-Taxable	\$58.00	\$62.00	\$4.00	6.9%	Non-statutory
Additional Site Inspection	Per inspection	Non-Taxable	\$210.00	\$217.00	\$7.00	3.3%	Non-statutory
Search Fee	Per search	Taxable	\$86.00	\$89.00	\$3.00	3.5%	Non-statutory
Finance							
Land Information Certificate	Per certificate	Non-Taxable	\$31.40	\$28.28	\$(3.12)	-9.9%	Statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Food Premises							
Class 1	Per registration	Non-Taxable	\$373.00	\$386.00	\$13.00	3.5%	Non-statutory
Class 2 Fixed food premises	Per registration	Non-Taxable	\$326.00	\$337.00	\$11.00	3.4%	Non-statutory
Class 2 Community Group fixed food premises	Per registration	Non-Taxable	\$163.00	\$168.00	\$5.00	3.1%	Non-statutory
Class 2 Mobile Food Vehicle	Per registration	Non-Taxable	\$326.00	\$337.00	\$11.00	3.4%	Non-statutory
Class 2 Mobile Food Vehicle (Community Group)	Per registration	Non-Taxable	\$98.00	\$101.00	\$3.00	3.1%	Non-statutory
Class 2 Temporary Premise	Per registration	Non-Taxable	\$326.00	\$337.00	\$11.00	3.4%	Non-statutory
Class 2 Temporary Premise (Community Group)	Per registration	Non-Taxable	\$163.00	\$168.00	\$5.00	3.1%	Non-statutory
Class 2 Domestic Kitchen	Per registration	Non-Taxable	\$326.00	\$337.00	\$11.00	3.4%	Non-statutory
Class 2 Community Group (Registration of a food van or temporary premises associated with a fixed premises)	Per registration	Non-Taxable	\$239.00	\$247.00	\$8.00	3.3%	Non-statutory
Class 2 Registration of a food van or temporary premises associated with a fixed premises	Per registration	Non-Taxable	\$490.00	\$507.00	\$17.00	3.5%	Non-statutory
Class 3 Fixed food premises	Per registration	Non-Taxable	\$198.00	\$205.00	\$7.00	3.5%	Non-statutory
Class 3 Mobile Food Vehicle	Per registration	Non-Taxable	\$198.00	\$205.00	\$7.00	3.5%	Non-statutory
Class 3 Mobile Food Vehicle (Community Group)	Per registration	Non-Taxable	\$97.00	\$100.00	\$3.00	3.1%	Non-statutory
Class 3 Temporary Premises	Per registration	Non-Taxable	\$198.00	\$205.00	\$7.00	3.5%	Non-statutory
Class 3 Temporary Premises (Community Group)	Per registration	Non-Taxable	\$163.00	\$168.00	\$5.00	3.1%	Non-statutory
Class 3 Domestic Kitchen	Per registration	Non-Taxable	\$198.00	\$205.00	\$7.00	3.5%	Non-statutory
Class 3 Registration of a food van or temporary premises associated with a fixed premises	Per registration	Non-Taxable	\$291.00	\$301.00	\$10.00	3.4%	Non-statutory
Class 3 Community Group (Registration of a food van or temporary premises associated with a fixed premises)	Per registration	Non-Taxable	\$192.00	\$198.00	\$6.00	3.1%	Non-statutory
Class 4 Street Trader Notification	Per registration	Non-Taxable	\$-	\$-	\$-	0.0%	Non-statutory
Class 3 fee	Per registration	Non-Taxable	\$-	\$-	\$-	0.0%	Non-statutory
Initial Registration fee for new business	Per registration	Non-Taxable	Renewal fee as per above + 50%. Fees applied on a pro-rata quarterly basis for new registrations	Renewal fee as per above + 50%. Fees applied on a pro-rata quarterly basis for new registrations	\$-	0.0%	Non-statutory
Transfer of proprietor fee	Per transfer	Non-Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee	\$-	0.0%	Non-statutory
Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
Requested inspection fee	Per inspection	Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee	\$-	0.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Food Premises (continued...)							
Reinspection fee as a result of noncompliance follow up inspection required	Per inspection	Non-Taxable	50% of applicable renewal fee as per the above. Plus inspection fee	50% of applicable renewal fee as per the above. Plus inspection fee	\$-	0.0%	Non-statutory
Freedom of Information							
Printing	Per A4 page	Non-Taxable	\$0.25	\$0.25	\$-	0.0%	Statutory
Search fee per hour	Per hour	Non-Taxable	\$22.90	\$23.85	\$0.95	4.1%	Statutory
Request fee	Per search	Non-Taxable	\$30.60	\$31.13	\$0.53	1.7%	Statutory
Goldfields Family Centre							
Daily	Per day	Non-Taxable	\$113.00	\$120.00	\$7.00	6.2%	Non-statutory
Before kindergarten care	Per session	Non-Taxable	\$10.10	\$10.70	\$0.60	5.9%	Non-statutory
After kindergarten care	Per session	Non-Taxable	\$20.15	\$22.35	\$2.20	10.9%	Non-statutory
Vacation care	Per day	Non-Taxable	\$76.30	\$80.87	\$4.57	6.0%	Non-statutory
Kindergarten	Per term	Non-Taxable	\$407.00	\$-	\$(407.00)	-100.0%	Non-statutory
Health Registrations							
Skin Penetration fee	Per registration	Non-Taxable	\$157.00	\$162.00	\$5.00	3.2%	Non-statutory
Hairdressers fee	Per registration	Non-Taxable	\$79.00	\$81.00	\$2.00	2.5%	Non-statutory
Beauty Therapy	Per registration	Non-Taxable	\$157.00	\$162.00	\$5.00	3.2%	Non-statutory
Prescribed Accommodation fee	Per registration	Non-Taxable	\$205.00	\$212.00	\$7.00	3.4%	Non-statutory
Initial Registration fee Skin Penetration, Hairdressers or Beauty Therapy	Per registration	Non-Taxable	\$79.00	\$81.00	\$2.00	2.5%	Non-statutory
Initial Registration fee Prescribed Accommodation fee	Per registration	Non-Taxable	\$105.00	\$108.00	\$3.00	2.9%	Non-statutory
Transfer of proprietor fee Skin Penetration, Hairdressers or Beauty Therapy	Per transfer	Non-Taxable	\$79.00	\$81.00	\$2.00	2.5%	Non-statutory
Transfer of proprietor fee Prescribed Accommodation Fee	Per transfer	Non-Taxable	\$102.00	\$105.00	\$3.00	2.9%	Non-statutory
Requested inspection fee	Per inspection	Taxable	50% of annual renewal fee as per the above.	50% of annual renewal fee as per the above.	\$-	0.0%	Non-statutory
Reinspection fee as a result of noncompliance follow up inspection required	Per inspection	Taxable	50% of annual renewal fee as per the above.	50% of annual renewal fee as per the above.	\$-	0.0%	Non-statutory
Aquatic Facility Registration Category 1 (public aquatic facility)	Per registration	Non-Taxable	\$361.00	\$373.00	\$12.00	3.3%	Non-statutory
Aquatic Facility Registration Category 2 (residential apartment complex, hotel, motel or hostel)	Per registration	Non-Taxable	\$206.00	\$213.00	\$7.00	3.4%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Home Support Services							
Home care	Per hour	Non-Taxable	\$7.15	\$7.50	\$0.35	4.9%	Non-statutory
Respite	Per hour	Non-Taxable	\$4.10	\$4.30	\$0.20	4.9%	Non-statutory
Personal care	Per hour	Non-Taxable	\$4.10	\$4.30	\$0.20	4.9%	Non-statutory
Social support – group	Per hour	Non-Taxable	\$1.40	\$1.45	\$0.05	3.6%	Non-statutory
Social support – individual	Per hour	Non-Taxable	\$7.15	\$7.50	\$0.35	4.9%	Non-statutory
Home maintenance	Per hour	Non-Taxable	\$12.70	\$17.00	\$4.30	33.9%	Non-statutory
Home modifications	Per hour	Non-Taxable	\$12.70	\$13.20	\$0.50	3.9%	Non-statutory
Delivered meals	Per hour	Non-Taxable	\$10.70	\$11.10	\$0.40	3.7%	Non-statutory
Immunisations							
FluQuadri [FLU]	Per dose	Non-Taxable	\$15.00	\$15.50	\$0.50	3.3%	Non-statutory
Bexsero [Men B]	Per dose	Non-Taxable	\$130.00	\$135.00	\$5.00	3.8%	Non-statutory
Varilix [Chickenpox]	Per dose	Non-Taxable	\$57.00	\$59.00	\$2.00	3.5%	Non-statutory
Adacel [Diphtheria – Tetanus – Whooping Cough]	Per dose	Non-Taxable	\$35.00	\$36.25	\$1.25	3.6%	Non-statutory
Engerix B [Hep B – adult]	Per dose	Non-Taxable	\$20.00	\$21.00	\$1.00	5.0%	Non-statutory
Havrix [Hep A – adult]	Per dose	Non-Taxable	\$-	\$53.50	\$53.50	100.0%	Non-statutory
Library Services							
Book Club Registration on Institution	Per registration	Taxable	\$157.70	\$157.70	\$-	0.0%	Non-statutory
Fines per day	Per book	Taxable	\$-	\$-	\$-	0.0%	Non-statutory
Lost Card	Per card	Taxable	\$2.00	\$2.00	\$-	0.0%	Non-statutory
Library Bags	Per bag	Taxable	\$3.60	\$3.60	\$-	0.0%	Non-statutory
Photocopy A4 B&W	Per page	Taxable	\$0.25	\$0.25	\$-	0.0%	Non-statutory
Photocopy A3 B&W	Per page	Taxable	\$0.50	\$0.50	\$-	0.0%	Non-statutory
Photocopy A4 Colour	Per page	Taxable	\$1.00	\$1.00	\$-	0.0%	Non-statutory
Photocopy A3 Colour	Per page	Taxable	\$2.00	\$2.00	\$-	0.0%	Non-statutory
Fax – sending	Per page	Taxable	\$2.00	\$2.00	\$-	0.0%	Non-statutory
Fax – receiving	Per page	Taxable	\$-	\$-	\$-	0.0%	Non-statutory
Processing fee – lost books	Per book	Taxable	\$6.00	\$6.00	\$-	0.0%	Non-statutory
Reservations/Inter-Library Loan	Per book	Taxable	\$3.00	\$3.00	\$-	0.0%	Non-statutory
Reservations/Inter-Library Loan – Tertiary	Per book	Taxable	\$18.40 – \$23.40	\$18.40 – \$23.40	\$-	0.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Local Laws							
Parking fines	Per fine	Non-Taxable	\$-	\$65.00	\$65.00	100.0%	Non-statutory
Disabled Parking Permit	Per permit	Taxable	\$12.20	\$-	\$(12.20)	-100.0%	Non-statutory
Advertising A Frame90cm X60cm	Per permit	Taxable	\$54.00	\$56.00	\$2.00	3.7%	Non-statutory
Gas heater	Per permit	Taxable	\$-	\$56.00	\$56.00	100.0%	Non-statutory
Outdoor Dining per table	Per permit	Taxable	\$59.00	\$58.00	\$(1.00)	-1.7%	Non-statutory
Impounded Vehicle Release fee	Per vehicle	Taxable	\$-	\$150.00	\$150.00	100.0%	Non-statutory
Temporary barriers	Per permit	Taxable	\$-	\$58.00	\$58.00	100.0%	Non-statutory
Umbrella	Per permit	Taxable	\$-	\$56.00	\$56.00	100.0%	Non-statutory
Outside Dining permit x2 chairs	Per permit	Taxable	\$118.00	\$58.00	\$(60.00)	-50.8%	Statutory
Busking permit	Per permit	Taxable	\$-	\$23.00	\$23.00	100.0%	Non-statutory
Display of goods per metre	Per permit	Taxable	\$59.00	\$59.00	\$-	0.0%	Non-statutory
Container/Camping Storage Permit	Per permit	Taxable	\$139.40	\$139.40	\$-	0.0%	Non-statutory
Itinerate Trade Permit	Per permit	Taxable	\$258.50	\$258.50	\$-	0.0%	Non-statutory
Local Laws infringements	Per fine	Non-Taxable	\$100.00	\$184.92	\$84.92	84.9%	Non-statutory
Open Air Burning Permit	Per Permit	Taxable	\$-	\$28.00	\$28.00	100.0%	Non-statutory
Street Party , festivals and Procession permit #	Per Permit	Taxable	\$-	\$160.00	\$160.00	100.0%	Non-statutory
<i># Events on Council land which are not required to obtain a POPE</i>							
Local Laws – Parking Infringements							
Stop contrary to a no parking sign	Per fine	Non-Taxable	\$65.00	\$65.00	\$-	0.0%	Statutory
Parked contrary to requirement of parking area	Per fine	Non-Taxable	\$65.00	\$65.00	\$-	0.0%	Statutory
Parked no completely within a parking bay	Per fine	Non-Taxable	\$65.00	\$65.00	\$-	0.0%	Statutory
Parked for period longer than indicated	Per fine	Non-Taxable	\$65.00	\$65.00	\$-	0.0%	Statutory
Stop double parked	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop on a footpath	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop on an area between a road and adjacent land	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Park not facing direction of travel	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop next to a yellow edge line	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop heavy vehicle in built-up area longer than one hour	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop long vehicle in built up area longer than one hour	Per fine	Non-Taxable	\$109.00	\$112.82	\$3.82	3.5%	Statutory
Stop in a loading zone	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop in a loading zone longer than 30 minutes	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop in a no stopping area	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Local Laws – Parking Infringements (continued...)							
Stop on a children's crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within 20 metres before a children's crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within 10 metres after a children's crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop on a pedestrian crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within 20 metres before pedestrian crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within 10 metres after a pedestrian crossing	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop in a parking area for people with disabilities	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within 10 metres of an intersection	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Stop within an intersection	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Parking or leaving vehicle standing in a council-controlled area contrary to sign	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Local Laws – Animal Infringements							
Failure to apply to register a dog or cat	Per fine	Non-Taxable	\$363.00	\$375.71	\$12.71	3.5%	Statutory
Failure to renew a cat or dog registration	Per fine	Non-Taxable	\$363.00	\$375.71	\$12.71	3.5%	Statutory
Registered dog or cat not wearing council identification marker outside premises	Per fine	Non-Taxable	\$91.00	\$94.19	\$3.18	3.5%	Statutory
Dog at large or not securely confined to owner's premises during daytime	Per fine	Non-Taxable	\$273.00	\$282.56	\$9.55	3.5%	Statutory
Dog at large or not securely confined to owner's premises during night time	Per fine	Non-Taxable	\$363.00	\$375.71	\$12.71	3.5%	Statutory
Dog or cat being a nuisance	Per fine	Non-Taxable	\$91.00	\$94.19	\$3.18	3.5%	Statutory
Failure to pick up dog waste	Per fine	Non-Taxable	\$250.00	\$258.75	\$8.75	3.5%	Statutory
Failing to include declaration of restricted breed at registration	Per fine	Non-Taxable	\$363.00	\$375.71	\$12.71	3.5%	Statutory
Attack or bite on a person or animal by a dog other than a dangerous dog causing injury that is not in the nature of serious injury	Per fine	Non-Taxable	\$454.00	\$469.89	\$15.89	3.5%	Statutory
Contravening council order relating to presence of dogs and cats in public places	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Dog rushing or chasing any person	Per fine	Non-Taxable	\$182.00	\$188.37	\$6.37	3.5%	Statutory
Planning							
Extension to Planning Permit – First extension	Per extension	Taxable	\$330.00	\$227.00	\$(103.00)	-31.2%	Non-statutory
Extension to Planning Permit – Second extension	Per extension	Taxable	\$553.00	\$340.00	\$(213.00)	-38.5%	Non-statutory
Extension to Planning Permit – Third extension	Per extension	Taxable	\$203.00	\$570.00	\$367.00	180.8%	Non-statutory
Secondary Consent	Per consent	Taxable	\$110.00	\$227.00	\$117.00	106.4%	Non-statutory
Written Planning Advice	Per report	Taxable	\$58.00	\$113.00	\$55.00	94.8%	Non-statutory
Request for copying of Planning Permit (Electronic Version)	Per copy	Taxable	\$110.00	\$60.00	\$(50.00)	-45.5%	Non-statutory
Request for hard copy of Planning Permit or other documentation	Per copy	Taxable	\$54.00	\$113.00	\$59.00	109.3%	Non-statutory
Notice of Planning Application	Per notice	Taxable	\$55.50	\$55.50	\$-	0.0%	Non-statutory
Notice letters (only above 12 letters/notices)	Per letter	Taxable	At cost	\$2.00	\$-	0.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning (continued...)							
Public notice in newspaper or Government Gazette	Per notice	Taxable	At cost	At cost	\$-	0.0%	Non-statutory
Planning Panel Costs	Per panel	Taxable	\$442.00	At cost	\$-	0.0%	Non-statutory
Request to Approve Development Plan	Per request	Taxable	\$220.00	\$450.00	\$230.00	104.5%	Non-statutory
Sporting Grounds Casual Use/Hire							
Frank Graham Oval – Casual	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Princes Park Oval Casual Hire – training without lights	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Princes Park Oval Casual Hire – training with lights	Per hour	Taxable	\$69.00	\$70.00	\$1.00	1.4%	Non-statutory
Princes Park Netball Court Casual Hire – training without lights	Per hour	Taxable	\$12.00	\$15.00	\$3.00	25.0%	Non-statutory
Princes Park Netball Court Casual Hire – training with lights	Per hour	Taxable	\$29.00	\$30.00	\$1.00	3.4%	Non-statutory
Jubilee Oval – Casual	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Hedges Oval – Casual	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Jack Pascoe Reserve – Casual	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Soccer Fields – Casual	Per hour	Taxable	\$48.00	\$50.00	\$2.00	4.2%	Non-statutory
Personal Training Licence Application 1 – 10 participants	Per quarter	Taxable	\$98.00	\$100.00	\$2.00	2.0%	Non-statutory
Personal Training Licence Application 1 – 10 participants	Per annum	Taxable	\$380.00	\$395.00	\$15.00	3.9%	Non-statutory
Personal Training Licence Application 11 – 20 participants	Per annum	Taxable	\$136.00	\$140.00	\$4.00	2.9%	Non-statutory
Personal Training Licence Application 11 – 20 participants	Per quarter	Taxable	\$544.00	\$565.00	\$21.00	3.9%	Non-statutory
Tullaroop Leisure Centre – Squash courts	Per hour/ per court	Taxable	\$10.00	\$10.00	\$-	0.0%	Non-statutory
Tullaroop Leisure Centre – Main court	Per hour	Taxable	\$20.00	\$20.00	\$-	0.0%	Non-statutory
Tullaroop Leisure Centre – Multi-purpose room	Per hour	Taxable	\$10.00	\$10.00	\$-	0.0%	Non-statutory
Tullaroop Leisure Centre – All facilities	Per hour	Taxable	\$40.00	\$40.00	\$-	0.0%	Non-statutory
Tullaroop Leisure Centre – All facilities	Per day	Taxable	\$150.00	\$155.00	\$5.00	3.3%	Non-statutory
Nolan Street Gymnasium – entire building excluding the designated Youth space (community group)	Per hour	Taxable	\$10.20	\$10.00	\$(0.20)	-2.0%	Non-statutory
Nolan Street Gymnasium – All facilities excluding the designated Youth space (community group)	Per day	Taxable	\$102.00	\$155.00	\$53.00	52.0%	Non-statutory
Nolan Street Gymnasium – All facilities excluding the designated Youth space (other users)	Per hour	Taxable	\$40.70	\$40.00	\$(0.70)	-1.7%	Non-statutory
Nolan Street Gymnasium – All facilities excluding the designated Youth space (other users)	Per day	Taxable	\$152.70	\$155.00	\$2.30	1.5%	Non-statutory
Nolan Street Gymnasium – Front room (community group)	Per hiring	Taxable	\$12.20	\$15.00	\$2.80	23.0%	Non-statutory
Nolan Street Gymnasium – Front room (other users)	Per hiring	Taxable	\$34.60	\$35.00	\$0.40	1.2%	Non-statutory
Nolan Street Gymnasium – Main court (community group)	Per hour	Taxable	\$10.20	\$20.00	\$9.80	96.1%	Non-statutory
Nolan Street Gymnasium – Main court (other users)	Per hour	Taxable	\$20.40	\$20.00	\$(0.40)	-2.0%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Tourism and Resource Centre							
Tourism Membership – Premium	Per membership	Taxable	\$658.40	\$681.50	\$23.10	3.5%	Non-statutory
Tourism Membership – Essential	Per membership	Taxable	\$331.70	\$343.30	\$11.60	3.5%	Non-statutory
Tourism Membership – Not-for-profit	Per membership	Taxable	\$169.00	\$175.00	\$6.00	3.6%	Non-statutory
Tourism Membership – Taste Member	Per membership	Taxable	\$137.40	\$142.20	\$4.80	3.5%	Non-statutory
Tourism Membership – Associations	Per membership	Taxable	\$547.40	\$566.50	\$19.10	3.5%	Non-statutory
Tourism Membership – Digital	Per membership	Taxable	\$84.50	\$87.50	\$3.00	3.6%	Non-statutory
Resource Centre Meeting Room/Foyer – Other users	Per hire	Taxable	\$33.60	\$34.80	\$1.20	3.6%	Non-statutory
Resource Centre Meeting Room/Foyer – Not-for-profit	Per hire	Taxable	\$12.20	\$12.60	\$0.40	3.3%	Non-statutory
Photocopy A4 B&W	Per page	Taxable	\$0.25	\$0.25	\$-	0.0%	Non-statutory
Photocopy A3 B&W	Per page	Taxable	\$0.50	\$0.50	\$-	0.0%	Non-statutory
Photocopy A4 Colour	Per page	Taxable	\$1.00	\$1.00	\$-	0.0%	Non-statutory
Photocopy A3 Colour	Per page	Taxable	\$2.00	\$2.00	\$-	0.0%	Non-statutory
Fax	Per page	Taxable	\$2.00	\$2.00	\$-	0.0%	Non-statutory
Venue Hire							
Community Hub – Community groups	Per hiring	Taxable	\$12.20	\$13.00	\$0.80	6.6%	Non-statutory
Community Hub – Other users	Per hiring	Taxable	\$34.60	\$36.00	\$1.40	4.0%	Non-statutory
Maryborough Town Hall*#	Per hiring	Taxable	\$386.70	\$400.00	\$13.30	3.4%	Non-statutory
Maryborough Town Hall Kitchen Only#	Per hiring	Taxable	\$54.00	\$56.00	\$2.00	3.7%	Non-statutory
Maryborough Lower Town Hall	Per hiring	Taxable	\$54.00	\$56.00	\$2.00	3.7%	Non-statutory
Maryborough Town Hall sound system hire*	Per hiring	Taxable	\$60.00	\$62.00	\$2.00	3.3%	Non-statutory
* Plus Bond \$300 # Plus Key Bond \$100							
Waste Services							
Kerbside Collection							
Garbage collection – Standard bin	Per year	Non-Taxable	\$178.14	\$193.54	\$15.40	8.6%	Non-statutory
Garbage collection – Optional larger bin – Urban 140, Rural 240	Per year	Non-Taxable	\$304.75	\$330.93	\$26.18	8.6%	Non-statutory
Garbage collection – Multiple service (per bin)	Per year	Non-Taxable	\$178.14	\$193.54	\$15.40	8.6%	Non-statutory
Recycling collection	Per year	Non-Taxable	\$159.44	\$173.14	\$13.70	8.6%	Non-statutory
Recycling collection – Multiple service (per bin)	Per year	Non-Taxable	\$159.44	\$173.14	\$13.70	8.6%	Non-statutory
Service establishment/bin supply cost for additional garbage bin	Per service	Taxable	\$112.73	\$122.41	\$9.68	8.6%	Non-statutory
Waste Management fee	Per year	Non-Taxable	\$154.77	\$168.07	\$13.30	8.6%	Non-statutory
Green Waste collection	Per year	Non-Taxable	\$79.56	\$86.90	\$7.34	9.2%	Non-statutory

6. Schedule of Fees and Charges (continued...)

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Waste Services (continued...)							
Transfer Station Gate fees							
Waste Disposal	Per cubic metre	Taxable	\$44.32	\$43.85	\$(0.47)	-1.1%	Non-statutory
Waste Disposal	Car boot load	Taxable	\$15.83	\$16.38	\$0.55	3.5%	Non-statutory
Waste Disposal	240 litre bin	Taxable	\$11.61	\$12.01	\$0.40	3.5%	Non-statutory
Green Waste Disposal	Per cubic metre	Taxable	\$44.32	\$45.85	\$1.53	3.5%	Non-statutory
Car Tyre Disposal	Per tyre	Taxable	\$9.50	\$9.83	\$0.33	3.5%	Non-statutory
Truck or Tractor Tyre Disposal – Per tyre	Per tyre	Taxable	\$41.15	\$42.60	\$1.45	3.5%	Non-statutory
Mattress Disposal	Per mattress	Taxable	\$29.55	\$30.58	\$1.03	3.5%	Non-statutory
Televisions – Each	Per television	Taxable	\$23.21	\$24.02	\$0.81	3.5%	Non-statutory
Building demolition waste (up to 3 tonne)	Per cubic metre	Taxable	\$44.32	\$45.85	\$1.53	3.5%	Non-statutory
Additional Waste Vouchers for Monthly Kerbside Hard waste Collection	Per voucher	Taxable	\$11.61	\$12.01	\$0.40	3.5%	Non-statutory
Mulch sales							
Loaded	Per cubic metre	Taxable	\$29.55	\$30.58	\$1.03	3.5%	Non-statutory
Self loaded	Per cubic metre	Taxable	\$6.33	\$6.55	\$0.22	3.5%	Non-statutory

Appendix A

This appendix represents a listing of anticipated New Footpaths to be completed and Road Renewals to be funded through Roads to Recovery funding in the 2023/24 year.

Road	From (Road Name)	To (Road Name)	Length (m)	Width (m)	Area (m ²)	Proposed Treatment	Proposed Year
New Footpaths							
Kars St	Clarendon Street	Wellington Street	100	1.5	150	New Concrete Footpath	2023/24
Havelock St	Dunolly – Bridgewater Road	Hospital Entrance	210	1.5	315	New Concrete Footpath	2023/24
Ballarat St N	King St	Ballarat Maryborough Road	200	1.5	300	New Concrete Footpath	2023/24
Bucknall St	Mclachlan St	McNeil St	123	1.5	300	New Concrete Footpath	2023/24
Road Renewals – Roads to Recovery Funded							
Frost Avenue	Crimea Street	Clarke Street	180	6.6	1188	Pavement Reconstruction	2023/24
Burns Street	Station Street	Tuaggra Street	96	11.3	1084.8	Pavement Reconstruction	2023/24
Clunes Mt Cameron Road	Wattle Gully Road	Mt Cameron Glengower Road (Hepburn)	1081	3.6	3891.6	Pavement Reconstruction	2023/24

8.2 DRAFT PROCUREMENT POLICY – 2023 REVIEW

Author: Coordinator Procurement

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to present to Council the Draft Procurement Policy as part of the 2023 Review, for endorsement of the draft policy to be made available for community feedback.

RECOMMENDATION

That Council:

1. endorse the Draft Procurement Policy 2023 as attached for public consultation;
2. that the feedback period close at 5pm 26 July 2023; and
3. that a final Procurement Policy 2023, taking into consideration public feedback, be considered for adoption at the Council Meeting Scheduled for 29 August 2023.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Good planning, governance, and service delivery

4. Transparent decision making;

4. Effective and sustainable financial management.

- Local Government Act 2020 (The Act) Section 108 and Section 109.
- Procurement Policy December 2021

BACKGROUND INFORMATION

Central Goldfields Shire Council adopted its Procurement Policy in December 2021, following the commencement of The Act.

The Act no longer requires an annual review (as the previous Act did), a review date of December 2022 was set on its adoption, however operational requirements have delayed the review until now.

The application of the policy to date has led to some improvements in procurement performance such as the establishment of quarterly reporting on compliance to the policy, and a reduction in the number of retrospective purchase orders.

REPORT

Section 108 of the *Local Government Act 2020* (the Act) prescribes the following requirements for the Procurement Policy.

1. *A Council must prepare and adopt a Procurement Policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works.*
2. *A Procurement Policy must seek to promote open and fair competition and provide value for money.*
3. *A Procurement Policy must include the following—*
 - a. *the contract value above which the Council must invite a tender or seek an expression of interest;*
 - b. *a description of the criteria to be used by the Council to evaluate whether a proposed contract provides value for money;*
 - c. *a description of how the Council will seek collaboration with other Councils and public bodies in the procurement of goods or services;*
 - d. *the conditions under which the Council may purchase goods or services without inviting a public tender or expression of interest;*
 - e. *a description of the process to be undertaken in inviting a public tender or expression of interest;*
 - f. *any other matters prescribed by the regulations.*
4. *The contract value to be included in a Procurement Policy in accordance with subsection 3(a) must not exceed the value prescribed by the regulations for the purposes of this section.*
5. *A Council must review its Procurement Policy at least once during each 4 year term of the Council.*
6. *A Council must adopt the first Procurement Policy under this section within 6 months of the commencement of this section.*

Section 109 of the Act requires that:

1. *A Council must comply with its Procurement Policy before entering into a contract for the purchase of goods or services or the carrying out of works.*
2. *The Chief Executive Officer must ensure that any report to the Council that recommends entering into a procurement agreement includes information in relation to any opportunities for collaboration with other Councils or public bodies which may be available.*

Victorian councils play a pivotal role in providing and maintaining a wide range of services, programs, and infrastructure for their communities.

With responsibility for the management of community infrastructure worth approximately \$90 billion and delivery of more than \$7 billion in critical public services every year, councils spend between 45 per cent and 60 per cent of their annual budgets on procurement.

Considerable power is therefore vested in public officers of councils to source suppliers, manage contracts and authorise payment for goods, services and works - using public money. The Victorian community rightly expects that council employees will perform their duties with integrity and impartiality and will act in the public interest rather than their own.¹

The review of the policy has taken into account:

- requirements of the Act and regulations
- Victorian Local Government Best Practice Procurement Guidelines 2013
- recommendations from investigations by the Independent Broad Based Anti-corruption Commission (IBAC), the Local Government Inspectorate, and the Victorian Ombudsman
- internal consultation with all staff and key internal stakeholders
- feedback from two sessions with Councillors, and a session with the Audit and Risk Committee.

What is Procurement?²

Procurement is the whole process of acquisition of external goods, services and works.

This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.

Principals of Procurement³

1. Value for Money

¹ Preface to New Best Practice Procurement Guidelines For The Local Government Sector in Victoria June/July 2020

² Central Goldfields Shire Council Procurement Policy December 2021

³ Victorian Local Government Best Practice Procurement Guidelines 2013

The concept of 'value for money' involves taking into account both costs and non-cost factors including:

- Advancing the council's priorities
- Fitness for purpose
- Quality
- Service and support
- Whole-of-life costs and transaction costs associated with acquiring, using, holding, maintain and disposing of goods, services and works.

2. Open and Fair competition

All prospective suppliers/vendors must be treated (and be seen to be treated) fairly in an open and transparent manner with the same access to information about the procurement to enable them to submit prices/quotations/tenders on the same basis.

Councils must adequately test the market in a consistent manner without any bias, or perception of bias, so that potential suppliers and the public have confidence in the outcome.

3. Accountability

Council staff are responsible for the actions and decisions they take in relation to procurement and for the resulting outcomes.

Staff are answerable for such activities through established lines of accountability and delegation, and ultimately to the Chief Executive Officer (CEO).

Staff must also ensure they provide adequate and reliable advice to the elected council to allow it to make sound decisions on procurement matters.

4. Risk Management

All procurement carries some level of risk. It is important for councils to recognise this risk and to develop appropriate strategies to deal with it.

5. Probity and Transparency

In all commercial dealings, the highest standards of honesty must be observed. Councils must conduct their business in a fair, honest and open manner, demonstrating the highest levels of integrity consistent with the public interest.

6. Sustainable and social procurement objections⁴

⁴ Preface to New Best Practice Procurement Guidelines For the Local Government Sector in Victoria June/July 2020

Emerging Themes in Local Government Procurement

- Circular Economy
- Sustainable Procurement
- Social Procurement
- Collaboration
- Post-disaster/emergency procurement management
- Entrepreneurial Powers of Council
- Grants Funding and Procurement
- Supplier Code of Conduct

Findings

Based on these inputs, attached are the rationale for the proposed changes and the Draft Policy as reviewed, with material changes highlighted.

The focus of the review has been on maintaining and enhancing probity in the procurement process, while ensuring the policy is flexible enough to accommodate the operational needs of the organisation in order to deliver best value for the community.

The major changes include:

- clarifying sustainable procurement principles
- examining the policy to remove content that would more appropriately sit in a procedure, or where it repeats existing policies and procedures (e.g., Fraud Policy).
- tightening definitions and including a provision for Council to provide delegation to the CEO to approve a percentage or set value of variation for individual contracts.
- adjusting thresholds to better match industry standard and provide a more workable policy (Appendix 1 of the Draft Policy)
- specifying how vendor panels are to be used
- managing personal interest risks by including a provision for a probity advisor under specific circumstances
- including reference to modern-day slavery laws.

CONSULTATION/COMMUNICATION

The policy has been in operation for a year and during that time the Procurement Team has been working with procurement practitioners, the local Regional Procurement Network and the Audit and Risk Committee, and has been undertaking research around

industry trends, benchmarking, and best practice. The team has also consulted extensively across the organisation.

Community consultation is now proposed to gather feedback on the draft policy.

Date	Activity
27 June 2023	Council Meeting - For endorsement of Draft for community feedback
28 June - 26 July 2023	Community Feedback
29 August 2023	Council Meeting - For consideration of feedback and adoption

FINANCIAL & RESOURCE IMPLICATIONS

The Policy review is funded from existing department budgets.

RISK MANAGEMENT

This report addresses Council's strategic risk *Governance - Failure to transparently govern and embrace good governance practices* and *Legislative compliance - Failure to manage our compliance with relevant legislative requirements by ensuring Council's policy in relation to Procurement is regularly updated, complies with the legislative requirements of the Local Government Act 2020 and aligns with best practice.*

CONCLUSION

After extensive research and internal consultation, the draft Procurement Policy July 2023 is presented to Council for endorsement for Community Feedback.

ATTACHMENTS

- 8.2.1 Procurement Policy December 2021
- 8.2.2 Proposed changes with rationale 23 May 2023
- 8.2.3 Draft Procurement Policy Review 2023

PROCUREMENT POLICY

Directorate:	Corporate Performance
Responsible Manager:	Manager Governance, Property and Risk
Review Due:	December 2022
Adoption:	Council
Date Adopted:	21 December 2021

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1 Acknowledgement

Central Goldfields Shire Council acknowledges that we are situated on the traditional lands of the Dja Dja Wurrung people, and we offer our respects to their elders past, present and emerging.

2 Definitions and Abbreviations

Term	Definition
Act	Section 108 <i>Local Government Act 2020</i> . (The Act)
Collaborative Procurement Arrangement	A contract established by the Council, government or a nominated agent, such as Procurement Australasia (PA), Municipal Association of Victoria (MAV), Loddon Mallee Procurement Network of Councils or a local government entity, for the benefit of numerous state, federal and/or local government entities that achieves best value by leveraging combined economies of scale.
Commercial in Confidence	Information that, if released, may prejudice the business dealings or commercial interests of Council or another party, e.g. prices, discounts, rebates, profits, methodologies, and process information, etc.
Conflict of Interest	A conflict of interest exists when private interests conflict with public duty. In a situation where private interests may benefit from or be adversely affected by public duty a conflict of interest probably exists and it should be declared.
Contract Management	The process that ensures all parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the contract objectives and provide Value for Money.
Council	The Central Goldfields Shire Council organisation, including Councillors and Council Staff.
Councillors	Council's elected representatives (the Mayor and Councillors) or Administrator(s) appointed to act in this capacity.

Term	Definition
Council Staff	Includes all Council officers, temporary employees, contractors, volunteers and consultants while engaged by Council.
IBAC	The Independent Broad-based Anti-corruption Commission
Indigenous Business	An Indigenous Business is one that is at least 50% owned by an Aboriginal or Torres Strait Islands person(s) (consistent with Supply Nation's definition). https://supplynation.org.au/benefits/indigenous-business/
Local Business	A commercial business with an operational premises that is physically located within the municipal borders.
Loddon Mallee Procurement Network LMPN	The 10 Councils comprising the LMPN, being the Buloke Shire Council, Campaspe Shire Council, Central Goldfields Shire Council, City of Greater Bendigo, Gannawarra Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mildura Rural City Council, Mount Alexander Shire Council and Swan Hill Rural City Council.
Preferred Supplier Panels	Panels of suppliers or vendors who are able to supply goods, works or services. Panels are based on categories such as trade services and plant hire. Panels mean that Council staff are able to request a quotation (from suppliers on the panel) without publically inviting tenders (noting that the number of quotations requested still needs to be compliant with the policy). Preferred Supplier Panels are also known as Approved Supplier Lists or Approved Contractor Lists.
Principles	Procurement principles are the fundamental propositions or forces that serve as the foundation for the policy and will govern procurement practices and decision making.
Probity	Within government, the term "probity" is often used in a general sense to mean "good process". A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation, are established, understood, and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.

Term	Definition
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Procurement System	The Procurement System is the IT system for managing procurement and contract management processes.
Public Advertising	Public Advertising is through The Maryborough District Advertiser and online/digital through Councils eTender Portal. Print advertising is at the discretion of the Tender Evaluation Panel.
Schedule of Rates Contract	A standing offer arrangement based on a Schedule of Rates contract that sets out rates for goods and services which are available for the term of the agreement but without a commitment to purchase a specified value or quantity of goods or services.
Social Benefit	The positive impacts on people, places or communities generated through procurement practices within the municipal boundary.
Suppliers	Any organisation which supplies goods or services to Council including but not limited to, contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender Process	The process of inviting parties from either a select list or via public advertisement to submit an offer by tender followed by evaluation of submissions and selection of a successful bidder or tenderer in accordance with pre-determined evaluation criteria.
Total Contract Sum	<p>The potential total value of the contract including:</p> <ul style="list-style-type: none"> • costs for the full term of the contract, including any options for either party to extend the contract; • applicable goods and services tax (GST); • anticipated contingency allowances or variations, and

Term	Definition
	<ul style="list-style-type: none"> all other known, anticipated and reasonably foreseeable costs.
Value for Money	<p>Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:</p> <ul style="list-style-type: none"> non-cost factors such as contribution to the advancement of Council's priorities, fitness for purpose, quality, service and support, and cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.

Overview

This Procurement Policy is made under Section 108 of the [Local Government Act 2020 \(the Act\)](#). The Act requires each council to:

- Prepare and adopt a procurement policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services and carrying out of works by the Council; and
- Review its procurement policy at least once during each 4-year term of the Council.

This Policy has been developed collaboratively by the Loddon Mallee Procurement Network (LMPN) with a view to facilitating smooth collaborative procurement processes, consistent with *the Act*.

Applicability

This Policy applies to all procurement activities at the Council and is applicable to Councillors and Council Staff.

It is recognised this will enhance achievement of the Council's objectives such as sustainable and socially responsible procurement, supporting local economies and obtaining Value for Money, leading to a better result in the provision of goods, services and works for the benefit of the community.

This Policy provides direction on the conduct of procurement activities throughout the sourcing, management and disposal phases. It does not extend to the related accounts payable processes.

The Council must comply with this Procurement Policy before purchasing, or entering into a contract for, the purchase of goods, services or the carrying out of works.

Objectives

This Policy is consistent with the requirements of s 108 (2) of *the Act* and will:

- Promote open and fair competition and provide Value for Money;

- Provide clear guidelines to the Council to allow consistency and control over procurement activities;
- Demonstrate accountability to ratepayers and residents;
- Provide guidance on ethical behaviour in public sector procurement;
- Demonstrate the application of best practice in procurement activities;
- Demonstrate the consideration of sustainability in procurement with respect to social, economic and environmental factors;
- Increase the probability of obtaining the best outcome for the municipal community when procuring goods and services; and delivering works, and
- Promote collaborative procurement.

These objectives will be achieved by requiring that the Council's contracting, purchasing and contract management activities:

- Support the Council's corporate strategies, aims and objectives;
- Span the whole life cycle of an acquisition and take sustainability and environmental benefit considerations into account;
- Achieve demonstrable Value for Money;
- Are conducted in and demonstrate an impartial fair and ethical manner;
- Seek continual improvement through innovative and technological initiatives, and
- Generate and support Local Business through inclusion wherever practicable.

3 Application of GST

All monetary values stated in this policy are inclusive of GST.

4 Effective Legislative and Policy Compliance and Control

2.1 Ethics and Probity

2.1.1 Requirement

The Council's procurement activities will be performed in an open, transparent and ethical manner with demonstrated integrity, fairness and accountability that meets relevant legal requirements.

All tender processes will be conducted in accordance with the requirements of this Procurement Policy and any associated procedures, relevant legislation, relevant Australian Standards, Commercial Law and *the Act*.

2.1.2 Conduct of Councillors and Council Staff

Councillors and Council Staff will at all times conduct themselves in ways that are in accordance with the Councillor Code of Conduct and the Staff Code of Conduct respectively, and will perform their duties ethically and with integrity and must:

- Treat potential and existing suppliers with equality and fairness;
- Not use their position to seek or receive personal gain in procurement matters;
- Maintain confidentiality of Commercial in Confidence information;
- Present the highest standards of professionalism and probity;
- Afford suppliers and tenderers with the same information and an equal opportunity to tender or quote for goods, services and works contracts;
- Be able to account for all decisions and demonstrate and provide evidence of the processes followed;
- Not perform any work under any Council contracts they are supervising i.e. Council Staff cannot also work for the relevant supplier;
- Query incidents, decisions or directions that appear to contradict or deviate from Council's standards of ethics or probity or established policies and procedures; and
- Ensure that this Procurement Policy and Council's Procurement guidelines are adhered to in relation to any expenditure of Council funds.

2.1.3 Conflict of Interest

Councillors and Council Staff will at all times avoid situations which may give rise to an actual or perceived conflict of interest. A conflict of interest may be a 'general' or a 'material' conflict of interest.

A person has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty. A general conflict of interest includes a perceived conflict of interest, that is, when it could be perceived that there may be a conflict of interest.¹

¹ The policy for managing conflicts of interests and the codes of conduct can be referred for further information.

A person has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter. The benefit or loss may be direct or indirect and pecuniary or non-pecuniary. Affected persons include, among others, the member of Council Staff, Councillors and their family members.

Council Staff involved in the procurement process, in particular preparing tender documentation, writing tender specifications, participating in tender evaluation panels, preparing a recommendation report; and Councillors and Council Staff awarding tenders must:

- **Avoid** conflicts of interest, whether material or general or actual, potential or perceived;
- **Declare** if they have a conflict of interest in respect of the procurement. Council Staff, Contractors and external parties participating in any stage of the tender process must complete a Conflict of Interest and Confidentiality declaration. Council Staff will complete this declaration through the Procurement System, all other parties will complete a Council supplied Conflict of Interest and Confidentiality Declaration template, this will be uploaded into the Procurement System. Council Staff must declare any actual or perceived conflicts in line with Council's internal processes for reporting conflicts of interest. Councillors must declare any actual or perceived conflict in accordance with the Councillor process for conflicts of interest; and
- **Observe** prevailing Council and Government guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

2.1.4 Fair and Honest Dealing

All prospective contractors and suppliers must be treated impartially and afforded an equal opportunity to tender or submit a quotation.

Any suspected improper conduct, including suspected fraud, corruption, substantial mismanagement of public resources, risk to public health and safety, risk to the environment, or detrimental action should be managed in accordance with Council's internal policies and processes.

2.1.5 Probity, Accountability and Transparency

Accountability in procurement means being able to justify and provide evidence of the process followed. An independent third party must be able to see clearly that a process has been followed and that the process was fair and reasonable.

Council Staff must be able to account for all procurement decisions and ensure all procurement activities leave an audit trail for monitoring and reporting purposes.

2.1.6 Gifts and Benefits

- Any gift or benefit offered to a Councillor or Council Staff will be managed in accordance with Council's internal policies and processes, but noting that Councillors and Council Staff:
 - Must not receive a private benefit from a contractor or supplier;
 - Must declare the offer of a gift or benefit even if this is refused;
 - must not knowingly engage a Council supplier for private benefit,

2.1.7 Disclosure of Information

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and Council Staff must take all reasonable measures to maintain confidentiality of:

- Information disclosed by organisations in tenders, quotation or during tender negotiations; and
- Commercial in Confidence information.

Councillors and Council Staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could improperly influence the procurement process or negotiation of a contract prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

2.1.8 Complaints & Reporting suspicious activities

Complaints Handling

Members of the public and suppliers are encouraged to report known or suspected incidences of improper conduct to the CEO. Councillors and Council Staff will report and manage complaints in accordance with Council's internal policies and processes.

Reporting Suspicious Activities

All Councillors, Council Staff and Council suppliers are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible. Council is committed to protecting all revenue, expenditure and assets from any attempt to gain illegal benefits (financial or otherwise).

Council will take all reasonable steps to protect those who assist Council by providing information about suspected fraud. This will include confidentiality of identity and protection from harassment, to the extent possible.

Suspected improper conduct, offers of bribes, commissions and any other irregular approaches from suppliers, prospective suppliers or other individuals will be investigated and reported in accordance with Council's internal policies and processes.

The CEO must notify IBAC of any matter they suspect on reasonable grounds to involve corrupt conduct occurring or having occurred in accordance with mandatory reporting requirements under the *Independent Broad-based Anti-corruption Commission Act 2011*.

2.2 Governance

2.2.1 Structure

Council has delegated a range of powers, duties and functions to the CEO in relation to procurement. The delegation aims to ensure that the Council's procurement structure operates according to processes that:

- Are flexible enough to procure in a timely manner the diverse range of goods, works and services required by Council;
- Guarantee that prospective contractors and suppliers are afforded an equal opportunity to tender or submit a quotation; and
- Encourage competition and collaboration.

2.2.2 Methods

The Council's standard methods for procuring goods, services and works will be by any of the following:

- Purchase order that represent best Value for Money under the quotation process from suppliers for goods or services under the thresholds adopted by the Council. An approved purchase order must be created prior to committing expenditure on behalf of Council;

- Under contract following a quotation or tender process;
- Under a Preferred Supplier Panel
- Using Collaborative Procurement Arrangements;
- Multi-stage tenders commencing with an EOI followed by a tender process;
- Under a sole-sourcing arrangement or other exemption contained in Appendix 4;
- Purchasing Cards (in a manner consistent with this policy);
- Petty Cash

unless other arrangements are authorised by Council or under appropriate delegated authority on an 'as needs' basis as required by exceptional circumstances such as emergencies.

2.2.3 Responsible Financial Management

The principle of responsible financial management will be applied to all procurement activities. Accordingly, to give effect to this principle, the availability of existing funds within an approved budget or source of funds will be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

2.2.4 Procurement Thresholds and Competition

In every procurement activity all practicable efforts will be made to consider the sustainable procurement considerations as listed in Section 3.2.

Council will invite offers from the supply market for goods, services, and works in accordance with the thresholds listed in Appendix 1.

2.2.5 Procurement Principles

Council will apply the following fundamental best practice principles to procurement, irrespective of the value and complexity of that procurement:

- Value for Money;
- Sustainability (social, economic and environmental);
- Open and fair competition;
- Accountability;
- Risk management, and
- Probity and transparency.

Council also recognises the importance of purchasing locally.

2.2.6 Procurement Methodology

Section 108 of *the Act* details that each Council will set the public tender threshold above which tenders or expressions of interest for contracts must be publicly invited.

A public tender process must be used for all procurements valued at \$200,000 (inclusive of GST) and above for goods, services or works through either a single contract or cumulative spend over a period of two Financial Years.

For procurements valued under \$200,000 (inclusive of GST), the procurement methodology and thresholds detailed in Appendix 1 will apply.

2.2.7 Contract Variations

All contract variations must be assessed to determine whether they are properly characterised as variations, or whether they are, in effect, a new contract. This will depend on factors like:

- The monetary value of the proposed variation, i.e. the value of the variation in the context of the thresholds fixed by the Procurement Policy; and
- The subject matter of the proposed variation, and whether it is consistent with the scope of the original contract.

2.2.7.1 Recording of Contract Variations

All contract variation requests, including specification variation requests, must be recorded in Council's contract management section of Procurement System. A record of the decision of a variation, including the reasons for the decision, must also be saved in the Procurement System.

2.2.7.2 Approving of Contract Variations

Approval of contract variations must be in accordance with Instruments of Delegation.

2.2.8 Public Tender Requirements

All public tenders invited by the Council will be published via Council's eTendering Portal and may be advertised in the media.

Information regarding Current Tenders and Awarded Tenders will be published on Council's eTendering Portal.

2.2.8.1 Procurement Conduct Plan

A detailed Procurement Conduct Plan, completed by the chairperson, will be developed, approved, and strictly adhered to by that panel.

The Procurement Conduct Plan should be completed and signed off prior to the tender or quotation being issued.

2.2.8.2 Tender Evaluation

A tender evaluation panel will be established to evaluate each tender submission against the tender's selection criteria. Tender evaluation panels can include external personnel in order to ensure the best outcome for a procurement activity and must comprise of at least 3 Council Officers including a chairperson and Procurement Officer. The Procurement Officer does not score submissions, but their role is to oversee the evaluation process, including compliance to the best practice guidelines, this Procurement Policy and legislation.

2.2.8.3 Evaluation Criteria

The Council may include the following evaluation criteria categories to determine whether a proposed contract provides Value for Money:

- Mandatory Compliance criteria (e.g. ABN registration, OH&S, Fair Work Act, risk and conflict of interest);
- Tendered price;
- Capacity of the Tenderer to provide the goods and/or services and/or works;
- Capability of the Tenderer to provide the goods and/or services and/or works;
- Local Economic Benefit;
- Environmental Benefit; and
- Social Benefit.

2.2.8.4 Probity Advisor

A formal probity plan should be developed, and a probity advisor appointed, in the following circumstances:

- Where the proposed Total Contract Sum exceeds \$1 million over the life of the contract or for a lesser value set by Council from time to time; or
- Where a proposed contract is considered by Council or the CEO to be particularly complex, of a high risk or controversial nature, and requiring a high level of public confidence.

A probity advisor may be appointed to any tender evaluation panel and may be appointed to oversee the evaluation process.

2.2.8.5 Shortlisting and Negotiations

Council may conduct a shortlisting process during EOI, tender and quotation processes. Shortlisting must be based on the advertised selection criterion.

Shortlisted tenderers may be invited by the Council to submit a best and final offer in relation to all or certain aspects of their respective tenders.

Once one or more preferred tenderers are selected, negotiations can be conducted in order to obtain the optimal solution and commercial arrangements within the original scope and intent of the tender. Probity requirements apply to all negotiations.

2.2.9 Collaborative Procurement

In accordance with section 108(c) of *the Act*, this policy must describe how council will seek collaboration with other councils and public bodies in the procurement of goods or services.

Council Staff must consider any opportunities for Collaborative Procurement in relation to a procurement process undertaken by Council. Any report to the Council that recommends entering into a procurement agreement must set out information relating to opportunities for Collaborative Procurement, if available, including:²

- The nature of those opportunities, if any, and the councils or public bodies with which they are available; and
- Why Council did, or did not, pursue the identified opportunities for collaboration in relation to that procurement process.

When collaborating with the LMPN, the Council will do so in accordance with the following:

- The LMPN will develop a consolidated contract register to identify joint procurement projects on an annual basis;
- Council contracts with a minimum value of \$1 million per annum (per Council), for the ongoing supply of goods or provision of services or works, other than projects that are unique to an individual Council (e.g. unique construction or works projects), will be included in the consolidated contract register for collaboration consideration;
- Other contracts which, due to the subject matter, nature or scope, are likely to deliver operational efficiencies if procured in collaboration with the LMPN, must be included

² *Local Government Act 2020*, s 109 (2).

in the consolidated contract register for consideration as a possible joint procurement opportunity;

- Where Collaborative Procurement is to be pursued:
 - A pre-market approval submission will be submitted to each Council and the LMPN prior to commitment to collaboration, seeking delegation of contract approval to CEOs;
 - The LMPN will establish a Heads of Agreement that gives authority for a lead council to act as each Council's agent in the Collaborative Procurement;
 - Each of the Councils who participate will be able to enter into a contract with the preferred supplier identified through the Collaborative Procurement process, or may choose as a group to enter into a contract using "jump in/opt-in" contract provisions during the contract term, or with the Council which conducted the public tender; and
 - Each participating council must be involved in:
 - The initial decision to undertake the Collaborative Procurement;
 - Preparation of, and agreement to, the specifications and evaluation criteria;
 - Ensuring probity for the Collaborative Procurement; and
 - The acceptance of tender(s) and awarding of contract(s).

Furthermore, Council may collaborate with other Councils or other agents such as MAV Procurement or Procurement Australasia to procure goods, services or works, or utilise existing Collaborative Procurement Arrangements for the procurement of goods, services or works established through a public tender process where it provides an advantageous, Value for Money outcome for the Council.

The following principles will be applied when utilising procurement agents (e.g. MAV Procurement and Procurement Australasia) and whole of government contracts:

- Council will use an agent where potential cost savings exist.
- The use of procurement agents must not eliminate the ability of suppliers locally and within our region to submit a quotation or tender.

Any Federal or State Government grant funded projects may be excluded from collaborative procurement if required as part of the funding agreement.

2.3 Delegation of Authority

Instruments of Delegation define the limitations within which Council Staff are permitted to commit Council to the procurement of goods, services or works and the associated costs. The Instrument of Delegation allows specified Council Staff to undertake certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Council has delegated responsibilities relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotations and tenders and for contract management activities to the CEO. The CEO has further delegated some of those responsibilities to other members of Council Staff, subject to specified conditions and limitations.

2.4 Internal Controls

The CEO will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in, and responsible for, the creation and authorisation of a contract (this includes creation and authorisation of purchase orders);
- Transparency in the procurement process;
- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations are obtained and documented;
- Systems are in place for appropriate monitoring and performance measurement; and
- A process is in place for escalation, where appropriate, of procurement matters (including procedural non-compliance) to the Executive Management Team, the Audit and Risk Committee and Council.

2.5 Risk Management

Council is committed to the practice of effective risk management to provide improved stakeholder confidence and trust, and to support improved compliance and better corporate governance. Risk management is to be appropriately applied at all stages of procurement activities including:

- Standardisation of contracts including current and relevant clauses
- Requiring security deposits where appropriate
- Referring specifications to relevant industry experts as required
- Ensuring contractual agreements are in place before the commencement of works
- Use of and enforcement of delegated authorities
- Effectively manage the contract through ongoing monitoring to ensure the required performance is being achieved

To protect the interests of Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to this requirement exposes Council to risk.

Contracts are to be proactively managed by Council staff responsible for the delivery of the project/contract. Each should be assessed equivalent to size, type, complexity, duration and value to determine the level of risk. This will then determine the level of management of the particular project / contract and forms an integral part of good contract management.

Risk assessments are a vital part of the procurement planning process, particularly for significant contracts. Risks will be identified for each part of the sourcing, transition, delivery and finalisation stages of procurement. Appropriate risk avoidance and mitigation strategies will be employed whenever practicable and appropriate.

2.6 Endorsement

Council Staff must not publicly endorse any products or services without the permission of the CEO.

2.7 Dispute Resolution

All Council standard contracts will incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes escalating to legal action.

2.8 Contract Management

In order to continually improve its procurement and contract management processes and outcomes, Council will evaluate and seek to improve on all aspects of procurement and

contract management, in accordance with its documented procurement processes and Contract Management Guidelines.

Good contract management ensures goods, services and works are delivered to the required standards of quality and quantity as intended by the contract through:

- Establishing a system monitoring and achieving the responsibilities and obligations of all parties under the contract;
- Providing a means for the early recognition of issues and performance problems and the identification of solutions;
- Adhering to the Council's risk management framework and relevant Occupational Health and Safety and sustainability requirements.

Council contracts are to include contract management requirements commensurate with the complexity of the procurement. Furthermore, contracts are to be proactively managed by the member of Council Staff responsible for the delivery of the contracted goods, services or works to ensure the Council, and therefore the community, receives Value for Money.

Council awards some contracts that are strategically critical and of relatively high value. Council will provide additional senior oversight to the management of such significant contracts.

2.9 Training

All staff with duties that involve the purchasing of good and services will undertake procurement training when they commence employment. In order to ensure existing staff are up-to-date with the latest requirements of this policy they should participate in refresher training every 12 months. Staff that breach the policy will be required to undertake refresher training immediately and may be subject to disciplinary action. Until initial training and/or refresher training has been completed, any staff member that has breached the policy will be prohibited from participating in any procurement process.

3. Demonstrate Sustained Value

3.1 Achieving Value for Money

3.1.1 Requirement

The Council's procurement activities will be carried out to obtain Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of Value for Money.

3.1.2 Approach

This will be facilitated by:

- Achieving continuous improvement in procurement activity in accordance with the direction set out in the Council's Strategic Procurement Plan;
- Developing, implementing and managing processes that support the co-ordination and streamlining of activities throughout the procurement lifecycle;
- Effective use of competition;
- Using existing Council contractual arrangement or Collaborative Procurement Arrangements where appropriate;

- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes;
- Council Staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional, productive, and are appropriate to the value and importance of the goods, services and works being acquired.

3.2 Sustainable Procurement

3.2.1 Sustainable procurement definition

Sustainable procurement involves decision making that has the most positive environmental, social and economic impacts possible across the entire lifecycle of goods, services and works. The United Nations Environment Programme defines sustainable procurement as a “process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves Value for Money on a whole of life basis in terms of generating benefits not only the organisation, but also to society and the economy whilst minimising damage to the environment.”

3.2.2 Applying sustainable procurement in Council

Sustainability will be embedded in Council’s work. All Council staff will have a clear and shared understanding about what it means and how they can apply it to their daily tasks. Council commits to applying the principles of sustainability to its decision-making and activities.

Council demonstrates sustainable procurement by:

- Being accountable for its impacts on society, the economy and the environment including the impacts of the organisation’s supply chain;
- Examining anticipated organisational, project and/or community needs;
- Continually improving sustainability specifications, practices and outcomes, and
- Planning and undertaking sustainability evaluations as part of contracting activities.

3.2.3 Principles and objectives

In its Sustainable Procurement Policy as detailed in Appendix 2, Council commits to

- Applying specific principles of sustainability to its decision-making and activities, and
- Focusing on specific Economic, Environmental and Social objectives.

The following economic, environmental and social objectives have been determined in line with these principles.

Area	Principles	Objectives
Economic	<p>Council is committed to procurement that supports Local Business and economic diversity.</p> <p>Where practicable and applicable Council will give preference to goods manufactured or produced in Australia and will actively seek quotations and tenders from Local Businesses as a priority.</p> <p>Council's Sustainable Procurement Policy (as detailed in Appendix 2) will be underpinned by the following principles:</p> <ul style="list-style-type: none"> • Ensuring accountability and transparency; • Ensuring Value for Money outcomes; • Ensuring open and effective competition, and development of competitive Local Business and industry; • Fostering innovation and emerging sectors; and • Considering life cycle costs. 	<p>Council's economic sustainability approach aims to:</p> <ul style="list-style-type: none"> • Achieve Value for Money on a whole of life (including disposal) basis, rather than just initial cost; • Consider broader life cycle impacts of products procured; • Ensure probity and accountability in the procurement process; • Commit to sourcing locally as detailed in Appendix 2; • Build relationships with Local Business and encourage procurement from them to help build their capacity; and • Increase local employment. <p><i>Appendix 2 details the policy by which Council will achieve the above objectives.</i></p>

Area	Principles	Objectives
Environmental	<p>Where applicable Council will purchase goods, services and works that reduce air, water and soil pollution, greenhouse gas emissions, waste production, natural resource depletion and biodiversity depletion whenever they present an acceptable Value for Money outcome, and in some cases where they might not.</p> <p>Council's sustainable procurement strategies (as detailed in Appendix 2) will be underpinned by the following principles:</p> <ul style="list-style-type: none"> • Considering a product's or asset's lifecycle; • Promoting circular economy participation; • Managing demand to reduce procurement requirements; • Encouraging innovation through specifications; and • Engaging suppliers who are also committed to reducing their environmental impact. 	<p>Council's environmental sustainability and approach aims to:</p> <ul style="list-style-type: none"> • Improve energy efficiency; • Reduce greenhouse gas emissions and contribution towards Council's carbon footprint; • Minimise waste production; • Improve water efficiency; • Reduce air, water and soil pollution; • Reduce biodiversity impacts; and • Increase the use of recycled materials to: <ul style="list-style-type: none"> ○ Reduce demand for raw materials and non-renewable resources; and ○ Close the loop on kerbside recycling. <p><i>Appendix 2 details the policy by which Council will achieve the above objectives.</i></p>

Area	Principles	Objectives
Social	<p>Council is committed to building stronger communities and meeting social objectives which benefit the municipality and commits to integration of measures in its procurement processes and documentation which promote improved social outcomes.</p> <p>Council's sustainable procurement (as detailed in Appendix 2) will be underpinned by the following principles:</p> <ul style="list-style-type: none"> • A thorough understanding of the socio-economic issues affecting the community; • Creation of training and employment opportunities for unemployed or disadvantaged residents and ratepayers in Council's municipality, and marginalised job seekers in Council's municipality, to address local socio-economic issues; • Promotion of equity, diversity and equal opportunity; and • Respect for human rights, the rule of law and international norms of behaviour. 	<p>Council's social sustainability approach aims to:</p> <ul style="list-style-type: none"> • Ensure vendors do not exploit workers and provide fair wages, including inclusive business practices; • Maintain a social procurement program to increase social procurement spend across the LMPN; • Ensure sourced products are accessible by all segments of the community; • Increase employment opportunities for indigenous people, people with a disability, disadvantaged people and long term unemployed; • Improve gender equity; and • Prevent, detect and remove modern slavery from Council's supply chain.

4. Build and Maintain Supply Relationships

4.1 Managing Suppliers

Council recognises the importance of managing existing suppliers including through performance measurements which ensure supplier responsibilities of the contract are delivered.

4.2 Supply Market Development

A wide range of suppliers are encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Green suppliers;
- Local, small to medium sized enterprises (SMEs) and Social enterprises;
- Ethnic and minority businesses;
- Indigenous businesses;
- Businesses employing people with disability; and
- Volunteer and community organisations.

APPENDICES

Appendix 1 Council – Procurement Methodology Thresholds

Council will invite tenders, proposals, quotes and expressions of interest from the supply market for goods, services and works in accordance with the thresholds in Table 1, except where a panel is in place for the goods/services, in which case the requirement for quotes is in accordance with the thresholds in the Table 2.

Table 1: General Procurement Thresholds

Range or total value of goods/services or works	Minimum Procurement Action	Management Requirement
\$0-\$1,999	At least one verbal quote, sourced locally if available	Purchase order must be raised and supplied to supplier to confirm order prior to receiving goods and services.
\$2,000-\$4,999	Staff member will seek at least one written quote, including one quote from a local business where the goods/services are available locally	Quotation must be saved in the document management system referencing purchase order number as proof of compliance with policy, in compliance with the relevant procedure. Purchase order to be raised at time of ordering.
*\$5,000-\$19,999	Staff member will seek at least three written quotes, including one quote from a local business where the goods/services are available locally	Quotation must be saved in the document management system referencing purchase order number as proof of compliance with policy, in compliance with the relevant procedure. Purchase order to be raised at time of ordering.

*\$20,000-\$59,999	Selective or Public Quotation via eTendering portal	Request for quote to be raised through the Procurement System and Procurement Team. Purchase order to be raised at time of ordering.
*\$60,000-\$199,999	Selective or Public Tender via eTendering portal	Request for tender to be raised through the Procurement System. Contract to be dually signed prior to order being raised.
**\$200,000 and above	Public Tender	Request for tender to be raised through the Procurement System. Contract to be dually signed prior to order being raised.
<p>Note:</p> <p>All Pricing is inclusive of GST</p> <p>Exemptions to the requirements detailed in this table (as per Appendix 4) must be forwarded to the Procurement Unit who will obtain Manager, General Manager and CEO approval before any purchase is made or contract entered into.</p> <p>*Expression of Interest, Selective or Public Tendering can be considered, and a written scope or specification must be prepared. Consideration must be given to a Risk Analysis and a Strategic Procurement Plan</p> <p>**Expression of Interest, or Public Tendering. Consideration must be given to a Risk Analysis and a Strategic Procurement Plan.</p>		

Table 2: Panel Contract Thresholds

The thresholds for additional panels will be determined as part of the procurement process until this Procurement Policy is next reviewed.

Goods/services supplied under the Panel Contract	Staff member will seek at least one verbal quote	Staff member will seek at least one written quote in consultation with Procurement Unit	Selective Quote to panel members via Procurement System	Selective or Public Tender via Procurement System	Public Tender
Cleaning Products	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Plant and Equipment	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Crushed Rock and Aggregate	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Landscape Materials	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Office Products	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Civil Engineering Consultancy Services	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Supply and Fitting of Tyres	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Plumbing Services	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Electrical Services	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above

Supply, Delivery and Lay Asphalt	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Weed, Pest Control and Environmental Services	n/a	\$0 - \$29,999, two quotes must be sought, one of these must be sought from Djandak.	\$30,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Kerb and Channel Works	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Human Resource Services	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Trees Services and Removal	\$0 - \$1,999	\$2,000 - \$9,999	\$10,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
Project Management Services	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$59,999	\$60,000 - \$199,999	\$200,000 and above
<p>Notes:</p> <p>All prices are inclusive of GST</p> <p>Management Requirements remain the same as Table 1: General Spend Thresholds</p> <p>Exemptions to these requirements must in accordance with Appendix 4, and be forwarded to the Procurement Unit who will obtain Manager, General Manager and CEO approval before any purchase is made.</p>					

Further details of the applicable procedures and processes is available in the Council's Procurement Procedures.

Appendix 2 Council – Performance KPIs

Performance Indicators

Central Goldfields Shire Council will improve its procurement performance by seeking to capture and analyse data on key performance indicators including:

- *Extent of contracts delivered on time and on budget;*
- *Addendums issued;*
- *New Collaborative Procurement contracts;*
- *New preferred supplier (panel) contracts;*
- *The number of Local Businesses engaged and proportion of local spend;*
- *Value of savings and benefits achieved;*
- *Compliance with the Procurement Policy;*
- *Annual spend on sustainable goods and services;*
- *Annual Social engagement;*
- *Retrospective Purchase Orders;*
- *Conflict of Interest Declarations;*
- *CEO Exemption requests; and*

A report will be presented quarterly to the Executive Management Team, Audit & Risk Committee and the Council regarding procurement performance.

Appendix 3 Related Council Plans, Strategies and Policies

- Contract Management Policy
- Council Plan 2021-2025
- Long Term Financial Plan 2021-2031
- Council's Annual Budget
- Councillor Code of Conduct Policy
- Delegations
- Inclusive - Disability Action Plan
- Economic Development Strategy
- Gender Equality Strategy
- Gifts, Benefits & Hospitality for Council Staff Policy
- Gifts, Benefits & Hospitality for Councillors Policy
- Managing Conflicts of Interest for Council Staff Policy
- Managing Conflicts of Interest for Councillors & Council Committee Members Policy
- Occupational Health and Safety Manual
- Public Interest Disclosure Policy
- Staff Code of Conduct Policy
- Risk Management Policy

Appendix 4 Exemptions from the Policy

The following circumstances may, with evidence and recording of decision making, allow an exemption from the general requirements for publicly advertised tender, quotations and expression of interest. These exemptions also apply to collaborative procurements and require the same approvals. Exemptions can only be granted by the CEO.

It is also noted that Council may apply to the Minister for an exemption to the requirement for public tender or compliance to the Procurement Policy, pursuant to *Local Government Act 2020* s 177.

Exemption	Explanation, limitations, responsibilities and approvals
1. A contract made with the approval of the CEO because of a genuine emergency	<ul style="list-style-type: none"> • Where the CEO has decided that the contract must be entered into because of an emergency (e.g. to provide immediate response to a natural disaster, declared emergency, etc.)
2. A contract made with, or a purchase from a contract made by, another government entity, government-owned entity or other approved third party	<ul style="list-style-type: none"> • This general exemption allows engagements: <ul style="list-style-type: none"> ○ With another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government; and/or ○ In reliance on contracts and arrangements established by another government entity, local authority or local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g. Local Buy), Procurement Australia (PA). or LMPN
3. Extension of contracts while Council is at market to replace that contract.	<ul style="list-style-type: none"> • Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or are taking longer than expected. • This exemption may be used when the establishment of an interim short-term arrangement with an alternative supplier is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality.
4. Novated Contracts	<ul style="list-style-type: none"> • Where the initial contract was entered into in compliance with <i>the Act</i> and due diligence has been undertaken in respect to the new party.

Exemption	Explanation, limitations, responsibilities and approvals
5. Information technology resellers and software developers	<ul style="list-style-type: none"> • Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software. • Decision making must be recorded and include the matters below: <ul style="list-style-type: none"> ○ the existing software must be fit for purpose: ○ the availability of other software products and the costs and benefits of these compared with the current software; and ○ whether value for money would be received under the proposed renewal or upgrade. • To reduce the need to consider the use of this exemption, tender specifications for all software licenses must include maintenance, support, upgrades and a reasonable contract term to ensure value for money.
6. Regional Waste and Resource Recovery Groups	<ul style="list-style-type: none"> • Situations where a Regional Waste and Resource Recovery Group (or equivalent entity) constituted under the <i>Environment Protection Act 1970</i> had already conducted a public tender for and on behalf of its member councils.
7. Statutory Compulsory Monopoly Insurance Schemes	<ul style="list-style-type: none"> • Motor vehicle compulsory third party
8. Operating Leases	<ul style="list-style-type: none"> • Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the vehicle.
9. Plant and Equipment Servicing	<ul style="list-style-type: none"> • Where it is required to maintain a valid warranty, • Where works needs to be carried out by recognised suppliers using genuine parts. To achieve this Council utilises servicing by the manufacturers from whom the plant and equipment was originally purchased. Spare parts from specific manufacturers can be purchased to complete works on a plant and equipment in Council's workshop.
10. Artworks, Statues and Monuments	<ul style="list-style-type: none"> • It is not practical to obtain quotes for artworks, statues and monuments as each piece of work is unique. Please note that if an artwork is commissioned to be created then this exemption does not apply and quotations or tenders must be sought.
11. Shop Supplies	<ul style="list-style-type: none"> • Units of Council that operate a retail outlet that are required to purchase stock for resale to the public. This is due to the nature of the goods that are offered for resale, which may be of a unique nature.
12. Performers	<ul style="list-style-type: none"> • Units of Council that engage performers as part of their performance program are exempt.

Exemption	Explanation, limitations, responsibilities and approvals
13. Specialist sole supplier knowledge and skills	<ul style="list-style-type: none"> if Council requires advice from a supplier who offers specialist knowledge which is not available from any other supplier. An exemption to complying with minimum number of quotes form must be completed for these purchases.
14. Sole Supplier (Core Service)	<ul style="list-style-type: none"> The Council deals with a number of core service sole suppliers. There is no market to test and obtain multiple quotations. Examples of core service sole suppliers are: Central Highlands Water, Coliban Water PowerCor, Professional membership payments (relating to positions held at Council), where the supplier is the sole source of intellectual property e.g. Facebook, Google , Advertising (newspapers)
15. Contractor filling critical vacancy in workforce	<ul style="list-style-type: none"> If a vacancy for a general manager position, manager position, coordinator position or position required by legislation has been advertised but has not been able to be filled, the vacancy may be filled by a contractor.

Appendix 5 Evaluation Criteria

MANDATORY	
Relevant Insurances	Pass/Fail
OH&S Requirements	Pass/Fail
Financial Viability	Pass/Fail (as required)
FINANCIAL	
Financial Benefit to Council - Relative cost to Council	Up to 45%
Financial Benefit to Community - Business Ownership/Head Office - Business Branch/Office - Employment of Local Staff - Use of Local Sub-Contractors - Use of Local Materials - Local Accommodation for duration of works - Score for benefit to local economy	Up to 20%
OTHER	
Capability - Demonstrated experience - Depth of technical skills and knowledge - Management and monitoring system - Quality Assurance System and accreditation	Weighted criteria to be determined by Tender Evaluation Panel prior to quotation or tender being released.

<p>Capacity</p> <ul style="list-style-type: none"> - Available access to required resources - Available access to required labour - Key Sub-contractors - Demonstrated system and processes for deploying resources 	<p>Weighted criteria to be determined by Tender Evaluation Panel prior to quotation or tender being released.</p>
<p>Environmental Sustainability</p> <ul style="list-style-type: none"> - Environmental Management System, Policy etc - Level of Environmental Objectives, Actions and Specifications proposed under this contract - Demonstrated level of past Environmental Performance 	<p>Minimum 5%</p>
<p>Social Sustainability</p> <ul style="list-style-type: none"> - Level of Social Employment Opportunities and Strategies - Social Enterprise Strategies, Purpose and Social Outcomes 	<p>Minimum 5%</p>
<p>Aboriginal and Torres Strait Islander People</p> <ul style="list-style-type: none"> - Employment opportunities within Central Goldfields Shire - Business ownership and subcontractor engagement - Opportunities in the Loddon Mallee Region 	<p>Minimum 5%</p>

Issue	Description	Proposed change	Outcome
Weighting - Local content	Council's role in supporting the local economy is undisputed, however local content requirements can be ineffective or even counter productive when there is no likelihood of obtaining the required works or services from within the Shire.	Consideration be given to evaluation on a sliding scale to accommodate vendors in neighbouring Councils. Outcome:	Enables some weight to be allocated for benefit in the immediate region. Contract management plays an important role in ensuring commitments to local content are followed through.
Sustainable Procurement	<p>Current text:</p> <p>3.2 Sustainable Procurement</p> <p>3.2.1 Sustainable procurement definition</p> <p>Sustainable procurement involves decision making that has the most positive environmental, social and economic impacts possible across the entire lifecycle of goods, services and works.</p> <p>The United Nations Environment Programme defines sustainable procurement as a “process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves Value for Money on a whole of life basis in terms of generating benefits not only the organisation, but also to society and the economy whilst minimising damage to the environment.”</p>	<p>Change to text as follows:</p> <p>Social, environmental and economic sustainability criteria are to be considered at the planning stage of procurement and included in Council's tender documentation to achieve Council's sustainability outcomes. Environmental and social outcomes sought to be achieved through the tender may be imbedded in any tender criteria.</p> <p>Social, environmental and economic sustainability criteria are to be evaluated independently of one another and are not to be bundled into a single sustainability measure.</p>	Provides a clearer framework for maximising sustainable procurement.

Issue	Description	Proposed change	Outcome
		<p>Add after “services and works” first par:</p> <p>It looks beyond up-front costs to make purchasing decisions that consider associated environmental and social risks and benefits, and broader social and environmental implications.</p> <p>In its Sustainable Procurement Sustainable Procurement activities Policy as detailed in Appendix 2, Council commits to</p> <ul style="list-style-type: none"> • Applying specific principles of sustainability to its decision-making and activities, and • Focusing on specific Economic, Environmental and Social objectives. <p>The following economic, environmental and social objectives have been determined in line with these principles</p>	
Sustainable Procurement – Economic	Given the approach above, the factors to be considered for Economic sustainability include the proposed change.	<p>Change text as follows:</p> <p>Principles:</p> <p>Council is committed to procurement that supports Local Business and economic diversity in the LMPN</p> <p>Where practicable and applicable Council will give preference to goods manufactured or produced in</p>	Provides a clearer framework for maximising economically sustainable procurement

Issue	Description	Proposed change	Outcome
		<p>Australia and will actively seek quotations and tenders from Local Businesses in the Shire as a first priority and the LMPN as a second priority.</p> <p>Council's Sustainable Procurement Policy (as detailed in Appendix 2) will be underpinned by the following economic sustainability principles:</p> <ul style="list-style-type: none"> • Ensuring accountability and transparency; • Ensuring Value for Money outcomes; • Ensuring open and effective competition, and development of competitive Local Business and industry; • Fostering innovation and emerging sectors; and • Considering life cycle costs; and • Considering adaptability and resilience to climate change impacts <p>Obejctives</p> <p>Council's economic sustainability approach aims to:</p> <ul style="list-style-type: none"> • Achieve Value for Money on a whole of life (including disposal) basis, rather than just initial cost; 	

Issue	Description	Proposed change	Outcome
		<ul style="list-style-type: none"> • Consider broader life cycle impacts of products procured; • Consider climate adaptability and resilience of products procured; • Ensure probity and accountability in the procurement process; • Increase purchasing from business within the Shire and LMPN Commit to sourcing locally as detailed in Appendix 2; • Build relationships with Local Business and provide opportunities to increase their capacity and capability to become suppliers to Council encourage procurement from them to help build their capacity; and • Increase local employment. Appendix 2 details the policy by which Council will achieve the above objectives. 	
Sustainable Procurement - Environmental	Given the approach above, the factors to be considered for environmental sustainability include the proposed change.	<p>Change text as follows:</p> <p>Where applicable Council will purchase goods, services and works that reduce air, water and soil pollution, greenhouse gas emissions, waste production, natural resource depletion and biodiversity depletion whenever they present an acceptable</p>	Provides a clearer framework for maximising environmentally sustainable procurement

Issue	Description	Proposed change	Outcome
		<p>Value for Money outcome, and in some cases where they might not.</p> <p>Council's sustainable procurement strategies (as detailed in Appendix 2) will be underpinned by the following environmental sustainability principles:</p> <ul style="list-style-type: none"> • Considering a product's or asset's lifecycle; • Promoting circular economy participation; • Managing demand to reduce procurement requirements; • Encouraging innovation through specifications; and • Engaging suppliers who are also committed to reducing their environmental impact 	
Sustainable procurement – social	Given the approach above, the factors to be considered for social sustainability include the proposed change.	<p>Changed text as follows:</p> <p>Principles</p> <p>Council is committed to building stronger communities and meeting social objectives which benefit the municipality and commits to integration of measures in its procurement processes and documentation which promote improved social outcomes.</p>	Provides a clearer framework for maximising socially sustainable procurement

Issue	Description	Proposed change	Outcome
		<p>Council's sustainable procurement (as detailed in Appendix 2) will be underpinned by the following social sustainability principles:</p> <ul style="list-style-type: none"> • A thorough understanding of the socio-economic issues affecting the community; • Creation of training and employment opportunities for unemployed or disadvantaged residents and ratepayers in Council's municipality, and marginalised job seekers in Council's municipality, to address local socio-economic issues; • Promotion of equity, inclusion, diversity and equal opportunity; and • Respect for human rights, the rule of law and international norms of behaviour <p>Objectives</p> <p>Council's social sustainability approach aims to:</p> <ul style="list-style-type: none"> • Ensure vendors do not exploit workers and provide fair wages, including inclusive business practices; • Maintain a social procurement program to increase both direct and indirect social procurement 	

Issue	Description	Proposed change	Outcome
		<p>spend across the LMPN</p> <p>(Direct - engaging a social benefit provider to deliver goods or a service;</p> <p>Indirect - including social benefit(s) as an outcome of a procurement contract);</p> <ul style="list-style-type: none"> • Ensure sourced products are accessible by all segments of the community; • Increase employment opportunities for indigenous people Dja Dja Wurrung and other Traditional Owners living on Djaara Country, people with a disability, disadvantaged people and long term unemployed; • Improve gender equity; and • Prevent, detect and remove modern slavery from Council's supply chain. 	
Flexibility of Policy - exemptions	A risk-based approach rather than a highly prescriptive policy would allow Council to respond in a more agile way to unforeseen circumstances that threaten the delivery of projects.	A risk-based approach to procurement is dependent on a mature risk framework and culture in the organisation. The project for reviewing and renewing Council's risk management framework is about	Enables Council to respond in an agile and compliant manner to ensure Council Plan priorities can be fulfilled.

Issue	Description	Proposed change	Outcome
		<p>to commence, so this is a medium to longer term goal.</p> <p>In the meantime, officers recommend the addition of an exemption to the policy where the CEO is satisfied that the failure to take the recommended action would threaten the delivery of commitments in the current Council Plan.</p>	
Flexibility of Policy - procedures	A highly prescriptive policy means that any breach of the processes within it, whether or not they have a material impact on best practice or procurement integrity, automatically become a breach of the Act under section 109.	The review to carefully consider what elements are purely procedural and not related to the purpose or scope of a Procurement Policy as prescribed under the Act.	Procedures can be adapted more quickly to changing circumstances and capabilities, as they are signed off by the CEO, and Council is less likely to breach its own policy while still staying within good practice guidelines.
Flexibility of policy – managing emergencies	The policy makes reference to emergencies but does not define what an emergency is. This produces grey areas when procurement is necessary for emergency response as opposed to emergency recovery, and makes it harder to determine when the appropriate exemption applies.	<p>Set a scope and timeframe of an emergency and consider delegating the CEO power to declare when an emergency can be used to enter into a contract.</p> <p>Wording to consider the definition of emergency under the Emergency Management Act 2013: an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person, or threatens to destroy or damage, any property in</p>	<p>Clarity around what constitutes an emergency, and therefore when the appropriate exemption can apply.</p> <p>Reduced risk to Council of perception of inappropriate application of exemption.</p>

Issue	Description	Proposed change	Outcome
		or endangers or threatens to endanger the environment or an element of the environment.	
Thresholds – for tender	It is important to benchmark thresholds regularly to ensure they meet needs and expectations in facilitating delivery of services while maintaining transparency and accountability.	The contract value at which Council must seek public tender is currently set at \$200,000. Based on the review of Regional Victorian Council's procurement policies and City of Melbourne, Council can be confident that this figure remains appropriate. Thresholds benchmarking is attached.	Maintain current tender threshold level.
Thresholds – Request for Quote	Council currently undertakes a selective or public RFT process at \$60,000.	RFQ limited be raised to \$199,999. Changes to documents used and the inclusion in the Procurement Procedure document currently being written would be needed.	Changing the terminology to RFQ instead of RFT would simplify processes under the threshold and bring Council more inline the majority of Regional Victorian Councils. Proposal to address concerns about information and reporting without overly onerous requirements on staff.
Thresholds – Written Quotes	Written Quotes are currently acceptable up to \$19,999 and the process undertaken by the staff member seeking the goods, services or works. This threshold requires regular view to take into account best practice and the economic landscape.	Due to inflation Council could look to increase this to \$30,000. A clear and auditable procedure would need to be established to enable this. This is a challenging area for Procurement staff to monitor due to the lack of technology and resources.	A more realistic threshold for written quotes. To be determined how many quotes have to be sought AND received. Consider 1 quote to \$5k and 2-3 to \$30k?

Issue	Description	Proposed change	Outcome
Thresholds – Verbal Quotes	Verbal Quote threshold currently maximum spend \$1000, Council should be confident to leave this unchanged.	Nil	This is a low risk spend threshold with existing finance procedures to enable monitoring and prevent fraud.
Thresholds – financial delegations	The CEO's financial delegation is set at \$500,000. Council determines contracts over this amount.	Include in Procurement Reporting contracts awarded by the CEO between the RFT threshold and the CEO financial delegation.	Improved transparency in the awarding of tenders in line with growing sector practice.
Cumulative Spend	<p>Cumulative spend is when the total spend under a contract or with a supplier over a defined period of time is considered.</p> <p>Cumulative spend is an area of concern for regulatory/integrity agencies, as “cost splitting” for a single vendor across related or similar services can be perceived as a way of circumventing procurement policies and can be a risk for fraud.</p> <p>For instance, printing costs may be minimal in each instance, but over the course of a year may result in a single supplier receiving payments from Council well over its threshold requirements, without an appropriate level of procurement taking place.</p>	<p>Reviews of cumulative spend should be no less than 2 financial years. The purpose of this is to ensure that correct processes are being followed, contracts are being put in place where necessary and Council is remaining compliant with legislation.</p> <p>Processes outside the policy will be developed to assist in avoiding non-compliant cumulative spend, such as procurement planning templates that require a check on existing spend to date in the review period.</p> <p>Include the words: Any attempts to circumvent procurement threshold requires by order splitting or other methods constitutes a breach of the Procurement Policy.</p>	Risk of investigation or adverse findings on cumulative spend is minimised.

Issue	Description	Proposed change	Outcome
		(Taken from City of Greater Bendigo)	
The purpose of approved panel suppliers	Lack of definition and understanding around the purpose and use of an approved panel of suppliers provides uncertainty about the appropriate way to use them for procuring goods and services and can lead to inadvertent breaches of the policy.	<p>Continue to apply thresholds for approved panel suppliers.</p> <p>Include the following wording in the Policy:</p> <p><i>An approved panel supplier is a contractor or consultant that has been appointed following an open tender process. Unless specified during a tender process no minimum quantity of sales or turnover is guaranteed to an approved panel supplier.</i></p> <p><i>The use of established panels should be transparent as suppliers appointed to the panel will have a reasonable expectation that Council will provide panel members with an equal opportunity to quote for goods, services or works.</i></p> <p><i>Before establishing a panel there should be documented methodology on how works and services are to be determined for allocation to companies appointed to the panel.</i></p>	Greater transparency and clarity around how approved panel suppliers are to be established and used, ensuring more efficient procurement of goods and services.

Issue	Description	Proposed change	Outcome
		<p><i>Consideration should be given to the number of contractors or consultants to be appointed to maintain a workable panel. (Taken from Yarriambiack's policy)</i></p>	
Variations to contracts	<p>Variations to contracts are inevitable from time to time and no policy or process can control to prevent them. However, it is important they are managed in a way that maintains transparency and integrity in the procurement process.</p> <p>Council has recently managed a number of these circumstances by consulting with the Audit and Risk Committee and seeking decisions at Council.</p>	<p>Include the following wording:</p> <p><i>Variations should take into account the cumulative spend under the contract and should be approved by the Council staff member holding the correct financial delegation for the revised total contract sum.</i></p> <p><i>When Council is requested to award a contract, the CEO or contract manager should be authorised to approve variations up to their delegation - contract variations greater than delegation of the CEO will need to be approved by Council.</i></p> <p>(Taken from Moyne Shire)</p>	<p>Consistent approach to managing variations, providing clarity to officers who have to decide how to manage them, and guiding Council when decisions are presented for endorsement.</p> <p>Consider including a discretion for CEO to approve over a percentage.</p>
Modern Day Slavery laws	<p>Council does not currently consider in its policy the application of Modern Slavery legislation. Information about modern slavery is attached. Council is not required to report or make a statement under the <i>Modern Slavery Act 2018</i>. However, Councils and other entities are increasingly</p>	<p>Suggest including in policy wording:</p> <p><i>While Council is not subject to the reporting requirements of the Modern Slavery Act 2018, Council understands its responsibility to resist modern slavery through its procurement processes. Council will take the following steps to ensure it</i></p>	<p>A clear statement from Council to the community about its commitment to minimising the risk of modern slavery.</p> <p>Guidance to officers on how practically to demonstrate this position.</p>

Issue	Description	Proposed change	Outcome
	<p>acknowledging the need to ensure supply chains and other practices are not contributing to modern slavery.</p>	<p><i>is avoiding modern slavery risks in its procurement:</i></p> <ul style="list-style-type: none"> • <i>Include in tender document a declaration of whether the Act applies to them, and if so, ask them to provide their Modern Slavery Statement (if one has been prepared) or to provide details of activities they have undertaken so far and have planned to address the Act reporting requirements.</i> • <i>Consider including modern slavery as an evaluation criterion in high risk procurement such as electronics, clothing, construction and cleaning services.</i> <p>(Taken from Modern Slavery – How can local government address it in procurement?- Sustainable Choice)</p>	

PROCUREMENT POLICY

Directorate:	Corporate Performance
Responsible Manager:	Manager Governance, Property and Risk
Review Due:	Month Year
Adoption:	Council
Date Adopted:

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DRAFT

1 Acknowledgement

Central Goldfields Shire Council acknowledges that we are situated on the traditional lands of the Dja Dja Wurrung people, and we offer our respects to their elders past, present and emerging.

2 Purpose

The purpose of this policy is to:

- provide a framework to guide the efficient, effective, socially and ecologically responsible procurement of goods, services and works on behalf of the community;
- provide guidance to Council to allow consistency and control over procurement activities;
- demonstrate accountability to ratepayers;
- provide guidance to Council employee's regarding ethical behaviour in public sector purchasing;
- demonstrate the application of elements of best practice in purchasing; and
- align the City's procurement practices with the Guidelines.

3 Application and Scope

This Policy applies to all Council staff and Councillors.

4 Definitions and Abbreviations

Term	Definition
Act	Section 108 <i>Local Government Act 2020</i> . (<i>The Act</i>)
Collaborative Procurement Arrangement	A contract established by the Council, government or a nominated agent, such as Procurement Australasia (PA), Municipal Association of Victoria (MAV), Loddon Mallee Procurement Network of Councils or a local government entity, for the benefit of numerous state, federal and/or local government entities that achieves best value by leveraging combined economies of scale.
Commercial in Confidence	Information that, if released, may prejudice the business dealings or commercial interests of Council or another party, e.g. prices, discounts, rebates, profits, methodologies, and process information, etc.
Conflict of Interest	A conflict of interest exists when private interests conflict with public duty. In a situation where private interests may benefit from or be adversely affected

Term	Definition
	by public duty a conflict of interest probably exists and it should be declared.
Contract Management	The process that ensures all parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the contract objectives and provide Value for Money.
Council	The Central Goldfields Shire Council organisation, including Councillors and Council Staff.
Councillors	Council's elected representatives (the Mayor and Councillors) or Administrator(s) appointed to act in this capacity.
Council Staff	Includes all Council officers, temporary employees, contractors, volunteers and consultants while engaged by Council.
Cumulative Spend	<p>The combined total spent on a good, services or works or with a single supplier.</p> <p>Council will consider the cumulative spend over a period of 2 Financial Years.</p>
Emergency	As per the Emergency Management Act 2023: An actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person, or threatens to destroy or damage, any property or endangers or threatens to endanger the environment or an element of the environment.
IBAC	The Independent Broad-based Anti-corruption Commission
Indigenous Business	An Indigenous Business is one that is at least 50% owned by an Aboriginal or Torres Strait Islands person(s) (consistent with Supply Nation's definition).

Term	Definition
	https://supplynation.org.au/benefits/indigenous-business/
Local Business	A commercial business with an operational premises that is physically located within the municipal borders.
Loddon Procurement (LMPN) Mallee Network	The 10 Councils comprising the LMPN, being the Buloke Shire Council, Campaspe Shire Council, Central Goldfields Shire Council, City of Greater Bendigo, Gannawarra Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mildura Rural City Council, Mount Alexander Shire Council and Swan Hill Rural City Council.
Preferred Supplier Panels	Panels of suppliers or vendors who are able to supply goods, works or services. Panels are based on categories such as trade services and plant hire. Panels mean that Council staff are able to request a quotation (from suppliers on the panel) without publically inviting tenders (noting that the number of quotations requested still needs to be compliant with the policy). Preferred Supplier Panels are also known as Approved Supplier Lists or Approved Contractor Lists.
Principles	Procurement principles are the fundamental propositions or forces that serve as the foundation for the policy and will govern procurement practices and decision making.
Probity	Within government, the term "probity" is often used in a general sense to mean "good process". A procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with the Council's policies and legislation, are established, understood, and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.

Term	Definition
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Procurement System	The Procurement System is the IT system for managing procurement and contract management processes.
Public Advertising	Public Advertising is through The Maryborough District Advertiser and online/digital through Councils eTender Portal. Print advertising is at the discretion of the Tender Evaluation Panel.
Schedule of Rates Contract	A standing offer arrangement based on a Schedule of Rates contract that sets out rates for goods and services which are available for the term of the agreement but without a commitment to purchase a specified value or quantity of goods or services.
Social Benefit	The positive impacts on people, places or communities generated through procurement practices within the municipal boundary.
Suppliers	Any organisation which supplies goods or services to Council including but not limited to, contractors, subcontractors, manufacturers, wholesalers, retailers and consultants.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender Process	The process of inviting parties from either a select list or via public advertisement to submit an offer by tender followed by evaluation of submissions and selection of a successful bidder or tenderer in accordance with pre-determined evaluation criteria.

Term	Definition
Total Contract Sum	<p>The potential total value of the contract including:</p> <ul style="list-style-type: none"> • costs for the full term of the contract, including any options for either party to extend the contract; • applicable goods and services tax (GST); • anticipated contingency allowances or variations, and • all other known, anticipated and reasonably foreseeable costs.
Value for Money	<p>Value for Money in procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including:</p> <ul style="list-style-type: none"> • non-cost factors such as contribution to the advancement of Council's priorities, fitness for purpose, quality, service and support, and • cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.
Variation	<p>A change to a contract that varies the original agreement. This includes increases and decreases in contract price, extensions of time and changes to scope.</p>

Overview

This Procurement Policy is made under Section 108 of the [Local Government Act 2020 \(the Act\)](#). The Act requires each council to:

- Prepare and adopt a procurement policy which specifies the principles, processes and procedures applying in respect of the purchase of goods and services and carrying out of works by the Council; and
- Review its procurement policy at least once during each 4-year term of the Council.

The Policy has been developed collaboratively by the Loddon Mallee Procurement Network (LMPN) with a view to facilitating smooth collaborative procurement processes, consistent with *the Act*.

The Policy will enhance achievement of the Council's objectives such as sustainable and socially responsible procurement, supporting local economies and obtaining Value for Money, leading to a better result in the provision of goods, services and works for the benefit of the community.

Applicability

This Policy applies to all procurement activities at the Council and is applicable to all Councillors and Council Staff.

The Policy provides direction on the conduct of procurement activities throughout the sourcing, management and disposal phases. It does not extend to the related accounts payable processes.

The Council must comply with this Procurement Policy before purchasing, or entering into a contract for, the purchase of goods, services or the carrying out of works.

Objectives

The Policy is consistent with the requirements of s 108 (2) of *the Act* and will:

- Promote open and fair competition and provide Value for Money;
- Provide clear guidelines to the Council to allow consistency and control over procurement activities;
- Demonstrate accountability to ratepayers and residents;
- Provide guidance on ethical behaviour in public sector procurement;
- Demonstrate the application of best practice in procurement activities;
- Demonstrate the consideration of sustainability in procurement with respect to social, economic and environmental factors;
- Increase the probability of obtaining the best outcome for the municipal community when procuring goods and services; and delivering works, and
- Promote collaborative procurement.

These objectives will be achieved by requiring that the Council's contracting, purchasing and contract management activities:

- Support the Council's corporate strategies, aims and objectives;
- Span the whole life cycle of an acquisition and take sustainability and environmental benefit considerations into account;
- **Consider adaptability and resilience to climate change impacts;**
- Achieve demonstrable Value for Money;
- Are conducted in and demonstrate an impartial fair and ethical manner;
- Seek continual improvement through innovative and technological initiatives, and
- Generate and support Local Business through inclusion wherever practicable.

5 Application of GST

All monetary values stated in this policy are inclusive of GST.

6 Effective Legislative and Policy Compliance and Control

2.1 Ethics and Probity

2.1.1 Requirement

The Council's procurement activities will be performed in an open, transparent and ethical manner with demonstrated integrity, fairness and accountability that meets relevant legal requirements.

All tender processes will be conducted in accordance with the requirements of this Procurement Policy and any associated procedures, relevant legislation, relevant Australian Standards, Commercial Law and *the Act*.

2.1.2 Conduct of Councillors and Council Staff

Councillors and Council Staff will at all times conduct themselves in ways that are in accordance with the Councillor Code of Conduct and the Staff Code of Conduct respectively, and will perform their duties ethically and with integrity and must:

- Treat potential and existing suppliers with equality and fairness;
- Not use their position to seek or receive personal gain in procurement matters;
- Maintain confidentiality of Commercial in Confidence information;
- Present the highest standards of professionalism and probity;
- Afford suppliers and tenderers with the same information and an equal opportunity to tender or quote for goods, services and works contracts;
- Be able to account for all decisions and demonstrate and provide evidence of the processes followed;
- Not perform any work under any Council contracts they are supervising i.e. Council Staff cannot also work for the relevant supplier;
- Query incidents, decisions or directions that appear to contradict or deviate from Council's standards of ethics or probity or established policies and procedures; and
- Ensure that this Procurement Policy and Council's Procurement guidelines are adhered to in relation to any expenditure of Council funds.

2.1.3 Conflict of Interest

Councillors and Council Staff will at all times avoid situations which may give rise to an actual or perceived conflict of interest. A conflict of interest may be a 'general' or a 'material' conflict of interest.

A person has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty. A general conflict of interest includes a perceived conflict of interest, that is, when it could be perceived that there may be a conflict of interest.¹

A person has a material conflict of interest in a matter if an affected person would gain a benefit or suffer a loss depending on the outcome of the matter. The benefit or loss may be direct or indirect and pecuniary or non-pecuniary. Affected persons include, among others, the member of Council Staff, Councillors and their family members.

¹ The policy for managing conflicts of interests and the codes of conduct can be referred for further information.

Council Staff involved in the procurement process, in particular preparing tender documentation, writing tender specifications, participating in tender evaluation panels, preparing a recommendation report; and Councillors and Council Staff awarding tenders must:

- **Avoid** conflicts of interest, whether material or general or actual, potential or perceived;
- **Declare** if they have a conflict of interest in respect of the procurement. Council Staff, Contractors and external parties participating in any stage of the tender process must complete a Conflict of Interest and Confidentiality declaration. and
- **Observe** prevailing Council and Government guidelines on how to prevent or deal with conflict of interest situations; and not take advantage of any tender related information whether or not for personal gain.

2.1.4 Fair and Honest Dealing

All prospective contractors and suppliers must be treated impartially and afforded an equal opportunity to tender or submit a quotation.

Any suspected improper conduct, including suspected fraud, corruption, substantial mismanagement of public resources, risk to public health and safety, risk to the environment, or detrimental action should be managed in accordance with Council's internal policies and processes.

2.1.5 Probity, Accountability and Transparency

Accountability in procurement means being able to justify and provide evidence of the process followed. An independent third party must be able to see clearly that a process has been followed and that the process was fair and reasonable.

Council Staff must be able to account for all procurement decisions and ensure all procurement activities leave an audit trail for monitoring and reporting purposes.

2.1.6 Gifts and Benefits

- Any gift or benefit offered to a Councillor or Council Staff will be managed in accordance with the Local Government Act 2020 and Council's internal policies and processes, but noting that Councillors and Council Staff:
 - Must not receive a private benefit from a contractor or supplier;
 - Must declare the offer of a gift or benefit even if this is refused;
 - must not knowingly engage a Council supplier for private benefit,

2.1.7 Disclosure of Information

Councillors and Council Staff must take all reasonable measures to maintain confidentiality of:

- Information disclosed by organisations in tenders, quotation or during tender negotiations; and
- Commercial in Confidence information.

Councillors and Council Staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could improperly influence the procurement process or negotiation of a contract prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

2.1.8 Complaints, suspected fraud and misconduct

All complaints management and reports of suspected fraud and misconduct are to be carried out in accordance with the Local Government Act 2020, with consideration of the requirements of the IBAC Act and the Public Interest Disclosure Act, and in accordance with Council's Complaints Handling Policy and Fraud Prevention Policy.

2.2 Governance

2.2.1 Structure

Council has delegated a range of powers, duties and functions to the CEO in relation to procurement. The delegation aims to ensure that the Council's procurement structure operates according to processes that:

- Are flexible enough to procure in a timely manner the diverse range of goods, works and services required by Council;
- Guarantee that prospective contractors and suppliers are afforded an equal opportunity to tender or submit a quotation; and
- Encourage competition and collaboration.

2.2.2 Methods

The Council's standard methods for procuring goods, services and works will be by any of the following:

- Purchase order that represent best Value for Money under the quotation process from suppliers for goods or services under the thresholds adopted by the Council. An approved purchase order must be created prior to committing expenditure on behalf of Council;
- Under contract following a quotation or tender process;
- Under a Preferred Supplier Panel
- Using Collaborative Procurement Arrangements;
- Multi-stage tenders commencing with an EOI followed by a tender process;
- Under a sole-sourcing arrangement or other exemption contained in Appendix 4;
- Purchasing Cards (in a manner consistent with this policy);
- Petty Cash

unless other arrangements are authorised by Council or under appropriate delegated authority on an 'as needs' basis as required by exceptional circumstances such as emergencies.

2.2.3 Responsible Financial Management

The principle of responsible financial management will be applied to all procurement activities. Accordingly, to give effect to this principle, the availability of existing funds within an approved budget or source of funds will be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

2.2.4 Procurement Thresholds and Competition

In every procurement activity all practicable efforts will be made to consider the sustainable procurement considerations as listed in Section 3.2.

Council will invite offers from the supply market for goods, services, and works in accordance with the thresholds listed in Appendix 1.

2.2.5 Procurement Principles

Council will apply the following fundamental best practice principles to procurement, irrespective of the value and complexity of that procurement:

- Value for Money;
- Sustainability (social, economic and environmental);
- Open and fair competition;
- Accountability;
- Risk management, and
- Probity and transparency.

Council also recognises the importance of purchasing locally.

2.2.6 Procurement Methodology

Section 108 of *the Act* details that each Council will set the public tender threshold above which tenders or expressions of interest for contracts must be publicly invited.

A public tender process must be used for all procurements valued at \$200,000 (inclusive of GST) and above for goods, services or works through either a single contract or cumulative spend over a period of two Financial Years.

For procurements valued under \$200,000 (inclusive of GST), the procurement methodology and thresholds detailed in Appendix 1 will apply.

2.2.7 Contract Variations

All contract variations must be assessed to determine whether they are properly characterised as variations, or whether they are, in effect, a new contract. This will depend on factors like:

- The monetary value of the proposed variation, i.e. the value of the variation in the context of the thresholds fixed by the Procurement Policy; and
- The subject matter of the proposed variation, and whether it is consistent with the scope of the original contract.

Variations must take into account the cumulative spend under the contract.

2.2.7.1 Recording of Contract Variations

All contract variation requests, including specification variation requests, must be recorded in Council's contract management section of Procurement System. A record of the decision of a variation, including the reasons for the decision, must also be saved in the Procurement System.

2.2.7.2 Approving of Contract Variations

Approval of contract variations must be in accordance with Financial Delegation and take into account the cumulative spend under the contract. A variation can only be approved by a Council staff member holding the correct financial delegation for the revised contract sum.

Where the revised contract sum falls above the financial delegation of the CEO, or above the nominated figure or percentage of a figure delegated by Council to approve variations to the contract, the variation must be approved by Council at a Council meeting.

2.2.8 Public Tender Requirements

All public tenders invited by the Council will be published via Council's eTender Portal and may be advertised in the media.

Information regarding Current Tenders and Awarded Tenders will be published on Council's eTender Portal.

2.2.8.1 Procurement Conduct Plan

A detailed Procurement Conduct Plan, completed by the chairperson, will be developed, approved, and strictly adhered to by that panel.

The Procurement Conduct Plan should be completed and signed off prior to the tender being issued.

2.2.8.2 Tender Evaluation

A tender evaluation panel will be established to evaluate each tender submission against the tender's selection criteria. Tender evaluation panels can include external personnel in order to ensure the best outcome for a procurement activity and must comprise of at least 3 Council Officers including a chairperson and Procurement Officer. The Procurement Officer does not score submissions, but their role is to oversee the evaluation process, including compliance to the best practice guidelines, this Procurement Policy and legislation.

2.2.8.3 Evaluation Criteria

The Council may include the following evaluation criteria categories to determine whether a proposed contract provides Value for Money.

- Mandatory Compliance criteria (e.g. ABN registration, OH&S, Fair Work Act, risk and conflict of interest). Consideration of what should be evaluated as mandatory (pass/fail) criteria will be informed by Council's Risk Appetite Statement;
- Tendered price;
- Capacity of the Tenderer to provide the goods and/or services and/or works;
- Capability of the Tenderer to provide the goods and/or services and/or works;
- Local Economic Benefit;
- Environmental Benefit;
- Social Benefit; and
- Compliance issues, regulatory breaches or legal action

2.2.8.4 External Probity Advisor

An external probity advisor must be appointed, in the following circumstances:

- Where the proposed Total Contract Sum exceeds \$1.5 million over the life of the contract or for a lesser value set by Council from time to time; or
- Where a proposed contract is considered by Council or the CEO to be particularly complex, of a high risk or controversial nature, and requiring a high level of public confidence; or
- Where a Councillor or member of Council's executive staff have or are perceived to have a pecuniary interest in the proposed contract.

A probity advisor may be appointed to any tender evaluation panel and may be appointed to oversee the evaluation process.

2.2.8.5 Shortlisting and Negotiations

Council may conduct a shortlisting process during EOI, tender and quotation processes. Shortlisting must be based on the advertised selection criterion.

Shortlisted tenderers may be invited by the Council to submit a best and final offer in relation to all or certain aspects of their respective tenders.

Once one or more preferred tenderers are selected, negotiations can be conducted in order to obtain the optimal solution and commercial arrangements within the original scope and intent of the tender. Probity requirements apply to all negotiations.

2.2.8.6 Expression of Interest

Council may conduct an expression of interest prior to conducting a tender. A tender must follow the expression of interest. An expression of interest should be used in the following circumstances:

- Where there is likely to be many tenderers and Council does not wish to impose the costs of preparing full tenders on a large number of potential tenderers
- Where there is uncertainty as to the interest of suppliers or vendors or their capacity to fulfil the contract.

2.2.8.7 Request for Information

Council may conduct a request for information where Council is uncertain as to what goods or services it requires. A request for information does not replace the need for public tender or an expression of interest followed by a tender. Requests for information may be undertaken to establish:

- Available technologies, products or services
- If proposed terms and conditions or deliverables are acceptable to the market
- Whether proposed budgets are adequate

2.2.9 Collaborative Procurement

In accordance with section 108(c) of *the Act*, this policy must describe how council will seek collaboration with other councils and public bodies in the procurement of goods or services.

Council Staff must consider any opportunities for Collaborative Procurement in relation to a procurement process undertaken by Council. Any report to the Council that recommends entering into a procurement agreement must set out information relating to opportunities for Collaborative Procurement, if available, including:²

- The nature of those opportunities, if any, and the councils or public bodies with which they are available; and
- Why Council did, or did not, pursue the identified opportunities for collaboration in relation to that procurement process.

When collaborating with the LMPN, the Council will do so in accordance with the following:

- The LMPN will develop a consolidated contract register to identify joint procurement projects on an annual basis;
- Council contracts with a minimum value of \$1 million per annum (per Council), for the ongoing supply of goods or provision of services or works, other than projects that are unique to an individual Council (e.g. unique construction or works projects), will be included in the consolidated contract register for collaboration consideration;
- Other contracts which, due to the subject matter, nature or scope, are likely to deliver operational efficiencies if procured in collaboration with the LMPN, must be included in the consolidated contract register for consideration as a possible joint procurement opportunity;
- Where Collaborative Procurement is to be pursued:

² *Local Government Act 2020*, s 109 (2).

- A pre-market approval submission will be submitted to each Council and the LMPN prior to commitment to collaboration, seeking delegation of contract approval to CEOs;
- The LMPN will establish a Heads of Agreement that gives authority for a lead council to act as each Council's agent in the Collaborative Procurement;
- Each of the Councils who participate will be able to enter into a contract with the preferred supplier identified through the Collaborative Procurement process, or may choose as a group to enter into a contract using "jump in/opt-in" contract provisions during the contract term, or with the Council which conducted the public tender; and
- Each participating council must be involved in:
 - The initial decision to undertake the Collaborative Procurement;
 - Preparation of, and agreement to, the specifications and evaluation criteria;
 - Ensuring probity for the Collaborative Procurement; and
 - The acceptance of tender(s) and awarding of contract(s).

Furthermore, Council may collaborate with other Councils or other agents such as MAV Procurement or Procurement Australasia to procure goods, services or works, or utilise existing Collaborative Procurement Arrangements for the procurement of goods, services or works established through a public tender process where it provides an advantageous, Value for Money outcome for the Council.

The following principles will be applied when utilising procurement agents (e.g. MAV Procurement and Procurement Australasia) and whole of government contracts:

- Council will use an agent where potential cost savings exist.
- Council will follow the procurement agent's established procedures.
- The use of procurement agents must not eliminate the ability of suppliers locally and within our region to submit a quotation or tender.

Any Federal or State Government grant funded projects may be excluded from collaborative procurement if required as part of the funding agreement.

2.3 Delegation of Authority

Instruments of Delegation define the limitations within which Council Staff are permitted to commit Council to the procurement of goods, services or works and the associated costs. The Instrument of Delegation allows specified Council Staff to undertake certain purchases, quotation, tender and contractual processes without prior referral to the Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Council has delegated responsibilities relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotations and tenders and for contract management activities to the CEO. The CEO has further delegated some of those responsibilities to other members of Council Staff, subject to specified conditions and limitations.

Procurement approval delegations can be found in Appendix 1

2.4 Internal Controls

The CEO will install and maintain a framework of internal controls over procurement processes that will ensure:

- More than one person is involved in, and responsible for, the creation and authorisation of a contract (this includes creation and authorisation of purchase orders);
- Transparency in the procurement process;
- A clearly documented audit trail exists for procurement activities;
- Appropriate authorisations are obtained and documented;
- Systems are in place for appropriate monitoring and performance measurement; and
- A process is in place for escalation, where appropriate, of procurement matters (including procedural non-compliance) to the Executive Management Team, the Audit and Risk Committee and Council.

2.5 Risk Management

Council is committed to the practice of effective risk management to provide improved stakeholder confidence and trust, and to support improved compliance and better corporate governance. Risk management is to be appropriately applied at all stages of procurement activities including:

- Standardisation of contracts including current and relevant clauses
- Requiring security deposits where appropriate
- Referring specifications to relevant industry experts as required
- Ensuring contractual agreements are in place before the commencement of works
- Use of and enforcement of delegated authorities
- Effectively manage the contract through ongoing monitoring to ensure the required performance is being achieved

To protect the interests of Council, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions to this requirement exposes Council to risk.

Contracts are to be proactively managed by Council staff responsible for the delivery of the project/contract. Each should be assessed equivalent to size, type, complexity, duration and value to determine the level of risk. This will then determine the level of management of the particular project / contract and forms an integral part of good contract management.

Risk assessments are a vital part of the procurement planning process, particularly for significant contracts. Risks will be identified for each part of the sourcing, transition, delivery and finalisation stages of procurement. Appropriate risk avoidance and mitigation strategies will be employed whenever practicable and appropriate.

2.6 Endorsement

Council Staff must not publicly endorse any products or services without the permission of the CEO.

2.7 Dispute Resolution

All Council standard contracts will incorporate dispute management and alternative dispute resolution provisions to minimise the chance of disputes escalating to legal action.

2.8 Contract Management

In order to continually improve its procurement and contract management processes and outcomes, Council will evaluate and seek to improve on all aspects of procurement and contract management, in accordance with its documented procurement processes and Contract Management Guidelines.

Good contract management ensures goods, services and works are delivered to the required standards of quality and quantity as intended by the contract through:

- Establishing a system monitoring and achieving the responsibilities and obligations of all parties under the contract;
- Providing a means for the early recognition of issues and performance problems and the identification of solutions;
- Adhering to the Council's risk management framework and relevant Occupational Health and Safety and sustainability requirements.

Council contracts are to include contract management requirements commensurate with the complexity of the procurement. Furthermore, contracts are to be proactively managed by the member of Council Staff responsible for the delivery of the contracted goods, services or works to ensure the Council, and therefore the community, receives Value for Money.

Council awards some contracts that are strategically critical and of relatively high value. Council will provide additional senior oversight to the management of such significant contracts.

2.9 Training

All staff with duties that involve the purchasing of good and services will undertake procurement training when they commence employment. In order to ensure existing staff are up-to-date with the latest requirements of this policy they should participate in refresher training every 12 months.

Staff that breach the policy will be required to undertake refresher training immediately and may be subject to disciplinary action. Until initial training and/or refresher training has been completed, any staff member that has breached the policy will be prohibited from participating in any procurement process.

2.10 Cost Splitting

Any attempts to circumvent procurement thresholds by order splitting or other methods constitutes a breach of the Procurement Policy.

2.11 Approved Panel of Suppliers

An approved panel supplier is a contractor or consultant that has been appointed following a public tender process. Unless specified during the tender process there is no minimum quantity of work guaranteed to an approved panel supplier.

The use of panel of suppliers contracts should be transparent as suppliers appointed to the panel will have a reasonable expectation that Council will provide panel members with an equal opportunity to quote for goods, services or works.

Thresholds listed in Appendix 1 Table 4 Panel Contract Thresholds apply when using approved panel of suppliers.

3. Demonstrate Sustained Value

3.1 Achieving Value for Money

3.1.1 Requirement

The Council's procurement activities will be carried out to obtain Value for Money. This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations. Lowest price is not the sole determinant of Value for Money.

3.1.2 Approach

This will be facilitated by:

- Achieving continuous improvement in procurement activity;
- Developing, implementing and managing processes that support the co-ordination and streamlining of activities throughout the procurement lifecycle;
- Effective use of competition;
- Using existing Council contractual arrangement or Collaborative Procurement Arrangements where appropriate;
- Identifying and rectifying inefficiencies in procurement processes;
- Developing cost efficient tender processes;
- Council Staff responsible for providing procurement services or assistance within the Council providing competent advice in terms of available products and agreements; and
- Working with suppliers to create relationships that are professional, productive, and are appropriate to the value and importance of the goods, services and works being acquired.

3.2 Sustainable Procurement

3.2.1 Sustainable procurement definition

Sustainable procurement involves decision making that has the most positive environmental, social and economic impacts possible across the entire lifecycle of goods, services and works. It looks beyond up-front costs to make purchasing decisions that consider associated environmental and social risks and benefits, and broader social and environmental implications.

The United Nations Environment Programme defines sustainable procurement as a “process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves Value for Money on a whole of life basis in terms of generating benefits not only the

organisation, but also to society and the economy whilst minimising damage to the environment.”

3.2.2 Applying sustainable procurement in Council

Sustainability will be embedded in Council's work. All Council staff will have a clear and shared understanding about what it means and how they can apply it to their daily tasks. Council commits to applying the principles of sustainability to its decision-making and activities.

Council demonstrates sustainable procurement by:

- Being accountable for its impacts on society, the economy and the environment including the impacts of the organisation's supply chain;
- Examining anticipated organisational, project and/or community needs;
- Continually improving sustainability specifications, practices and outcomes, and
- Planning and undertaking sustainability evaluations as part of contracting activities.

Social, environmental and economic sustainability criteria are to be considered at the planning stage of procurement and included in Council's tender documentation to achieve Council's sustainability outcomes. Environmental and social outcomes sought to be achieved through the tender may be imbedded in any tender criteria.

Social, environmental and economic sustainability criteria are to be evaluated independently of one another and are not to be bundled into a single sustainability measure.

3.2.3 Principles and objectives

In its Procurement Activities Council commits to

- Applying specific principles of sustainability to its decision-making and activities, and
- Focusing on specific Economic, Environmental and Social objectives.

While Council is not subject to the reporting requirements of the Modern Slavery Act 2018, Council understands its responsibility to resist modern slavery through its procurement processes. Council will take the following steps to ensure it is avoiding modern slavery risks in its procurement:

- Include in tender document a declaration of whether the Act applies to them, and if so, ask them to provide Modern Slavery Statement (if one has been prepared) or to provide details of activities they have undertaken so far and have planned to address the Act reporting requirements.

Consider including modern slavery as an evaluation criterion in high risk procurement such as electronics, clothing, construction and cleaning services.

The following economic, environmental and social objectives have been determined in line with these principles.

Area	Principles	Objectives
<p>Economic</p>	<p>Council is committed to procurement that supports Local Business and economic diversity in the LMPN.</p> <p>Where practicable and applicable Council will give preference to goods manufactured or produced in Australia and will actively seek quotations and tenders from Local Businesses in the Shire as a first priority and the LMPN as a second priority</p> <p>Council's Procurement Policy will be underpinned by the following economic sustainability principles:</p> <ul style="list-style-type: none"> • Ensuring accountability and transparency; • Ensuring Value for Money outcomes; • Ensuring open and effective competition, and development of competitive Local Business and industry; • Fostering innovation and emerging sectors; • Considering life cycle costs; and • Considering adaptability and resilience to climate change impacts 	<p>Council's economic sustainability approach aims to:</p> <ul style="list-style-type: none"> • Achieve Value for Money on a whole of life (including disposal) basis, rather than just initial cost; • Consider broader life cycle impacts of products procured; • Consider climate adaptability and resilience of products procured; • Ensure probity and accountability in the procurement process; • Increase purchasing from businesses within the Shire and LMPN; • Build relationships with Local Business and provide opportunities to increase their capacity and capability to become suppliers to Council; and • Increase local employment.

Area	Principles	Objectives
Environmental	<p>Where applicable Council will purchase goods, services and works that reduce air, water and soil pollution, greenhouse gas emissions, waste production, natural resource depletion and biodiversity depletion whenever they present an acceptable Value for Money outcome, and in some cases where they might not.</p> <p>Council's procurement will be underpinned by the following environmental sustainability principles:</p> <ul style="list-style-type: none"> • Considering a product's or asset's lifecycle; • Promoting circular economy participation; • Managing demand to reduce procurement requirements; • Encouraging innovation through specifications; and • Engaging suppliers who are also committed to reducing their environmental impact. 	<p>Council's environmental sustainability and approach aims to:</p> <ul style="list-style-type: none"> • Improve energy efficiency; • Reduce greenhouse gas emissions from Council operations, capital works and supply chain (working towards target of net zero emissions from Council operations by 2030) t; • Minimise waste generation and waste to landfill; • Improve water efficiency; • Reduce air, water and soil pollution; • Reduce biodiversity impacts; and • Increase the use of recycled materials to: <ul style="list-style-type: none"> ○ Reduce demand for raw materials and non-renewable resources; ○ Support the ongoing viability of the recycling and resource recovery sector; and ○ Close the loop on kerbside recycling.

Area	Principles	Objectives
<p>Social</p>	<p>Council is committed to building stronger communities and meeting social objectives which benefit the municipality and commits to integration of measures in its procurement processes and documentation which promote improved social outcomes.</p> <p>Council's procurement will be underpinned by the following social sustainability principles:</p> <ul style="list-style-type: none"> • A thorough understanding of the socio-economic issues affecting the community; • Creation of training and employment opportunities for unemployed or disadvantaged residents and ratepayers in Council's municipality, and marginalised job seekers in Council's municipality, to address local socio-economic issues; • Promotion of equity, inclusion, diversity and equal opportunity; and • Respect for human rights, the rule of law and international norms of behaviour. 	<p>Council's social sustainability approach aims to:</p> <ul style="list-style-type: none"> • Ensure vendors do not exploit workers and provide fair wages, including inclusive business practices; • Maintain a social procurement program to increase both direct and indirect social procurement spend across the LMPN (Direct – engaging a social benefit provider to deliver goods or services; Indirect – including social benefit(s) as an outcome of a procurement contract); • Ensure sourced products are accessible by all segments of the community; • Increase employment opportunities for: <ul style="list-style-type: none"> ○ Dja Dja Wurrung people and all Aboriginal and Torres Strait Islander People; ○ People living with a disability; and ○ People experiencing long term unemployment or other socioeconomic barriers. • Improve gender equity; and • Prevent, detect, report and remove modern slavery from Council's supply chain.

4. Build and Maintain Supply Relationships

4.1 Managing Suppliers

Council recognises the importance of managing existing suppliers including through performance measurements which ensure supplier responsibilities of the contract are delivered.

4.2 Supply Market Development

A wide range of suppliers are encouraged to compete for Council work. The focus for new work need not always be with the larger more familiar businesses. Other types of organisations offering business diversity include:

- Green suppliers;
- Local, small to medium sized enterprises (SMEs) and Social enterprises;
- Ethnic and minority businesses;
- Indigenous businesses;
- Businesses employing people with disability; and
- Volunteer and community organisations.

Review

This Policy must be reviewed a minimum of once every 2 years.

Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights and Responsibilities Act (2006). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

Relevant Legislation and Council Policies

Local Government Act 2020

APPENDICES

Appendix 1 Council – Procurement Methodology Thresholds

Council will invite tenders, proposals, quotes and expressions of interest from the supply market for goods, services and works in accordance with the thresholds in Table 3, except where a panel is in place for the goods/services, in which case the requirement for quotes is in accordance with the thresholds in the Table 4.

Table 1: Procurement Approval Delegations

Up to \$10,000	Coordinator
Up to \$25,000	Manager
Up to \$150,000	General Manager
Up to \$500,000	Chief Executive Officer
Greater than \$500,000	Council

Table 2: Contract Award Delegations

Limit of Delegations	Power to Award
<\$500,000 or as otherwise determined by Council	Chief Executive Officer
>\$500,000	Council

Table 3: General Procurement Thresholds

Financial Thresholds	Minimum Requirements				
	Including GST	Processed by	Market Engagement	Engagement Type	Documentation
<\$2,000	Business Unit	1 Verbal Quote	Purchase order or Purchase card to financial delegation		
\$2,001 to \$5,000	Business Unit	1 Written Quote	Purchase order	Quotes must be saved in document management system	
\$5,001 - \$19,999	Business Unit	2 Written Quotes	Purchase order	Quotes must be saved in document management system	
\$20,001- \$30,000	Business Unit	3 Written quotes	Purchase order	Quotes must be registered in procurement system and saved in document management system	
\$30,001 - \$199,999	Procurement Unit	Request for Quote via eTendering portal	Purchase order for goods Contract for services or works	Request must be registered in procurement system. Evaluation Report signed by General Manager	
\$200,000 and above	Procurement Unit	Request for Tender via eTendering portal	Contract	Request must be registered in procurement system.	

				Evaluation Report signed by General Manager
<p>Note:</p> <p>All Pricing is inclusive of GST</p> <p>Exemptions to the requirements detailed in this table (as per Appendix 4) must be forwarded to the Procurement Unit who will obtain Manager, General Manager and CEO approval before any purchase is made or contract entered into.</p> <p>Threshold values to be presented for review annually</p>				

Table 4: Panel Contract Thresholds

The thresholds for additional panels will be determined as part of the procurement process until this Procurement Policy is next reviewed.

Goods/services supplied under the Panel Contract	Business Unit will seek at least one verbal quote	Business Unit will seek at least one written quote in consultation with Procurement Unit	Request for quote to panel members via eTender portal	Public Request for Quote via eTender portal	Public Tender via eTender portal
Cleaning Products	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Plant and Equipment	\$0 - \$999	\$1,000-\$14,999	\$15,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Crushed Rock and Aggregate	\$0 - \$999	\$1,000-\$99,999	\$100,000 or more		
Landscape Materials	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Office Products	\$0 - \$999	\$1,000-\$9,999	\$10,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Civil Engineering Consultancy Services	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above

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Supply and Fitting of Tyres	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Plumbing Services	\$0 - \$999	\$1,000-\$4,999	\$5,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Electrical Services	\$0 - \$999	\$1,000 - \$4,999	\$5,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Supply, Delivery and Lay Asphalt	\$0 - \$4,999	\$5,000 - \$29,999	\$30,000 or more		
Weed, Pest Control and Environmental Services	n/a	\$0 - \$29,999, two quotes must be sought	\$30,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Kerb and Channel Works	\$0 - \$4,999	\$5,000 - \$19,999	\$20,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Trees Services and Removal	\$0 - \$1,999	\$2,000 - \$9,999	\$10,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Specialist Project Services	\$0 - \$4,999	\$5,000 - \$29,999	\$30,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above
Trade Services	\$0 - \$4,999	\$5,000 - \$29,999	\$30,000 - \$99,999	\$100,000-\$199,999	\$200,000 and above

Note:

All Pricing is inclusive of GST

Documentation requirements remain the same as Table 1: General Procurement Thresholds.

Exemptions to these requirement must be in accordance with Appendix 4, and be forwarded to the Procurement Unit who will obtain Manager, General Manager and CEO approval before purchase is made.

Threshold values to be presented for review annually.

Further details of the applicable procedures and processes is available in the Council's Procurement Procedures.

Appendix 2 Council – Performance KPIs

Performance Indicators

Central Goldfields Shire Council will improve its procurement performance by seeking to capture and analyse data on key performance indicators including:

- *Extent of contracts delivered on time and on budget;*
- *Addendums issued;*
- *New Collaborative Procurement contracts;*
- *New preferred supplier (panel) contracts;*
- *The number of Local Businesses engaged and proportion of local spend;*
- *Value of savings and benefits achieved;*
- *Compliance with the Procurement Policy;*
- *Annual spend on sustainable (economic, environmental and social) goods and services;*
- *Annual Social engagement;*
- *Retrospective Purchase Orders;*
- *Conflict of Interest Declarations;*
- *CEO Exemption requests; and*
- ***Contracts awarded between the RFT threshold and the CEO financial delegation***

A report will be presented quarterly to the Executive Management Team, Audit & Risk Committee and the Council regarding procurement performance.

Appendix 3 Related Council Plans, Strategies and Policies

- Council Plan 2021-2025
- Long Term Financial Plan 2021-2031
- Council's Annual Budget
- Councillor Code of Conduct
- Central Goldfields Climate Action Plan 2022-30
- Complaints Management Policy
- Fraud Prevention Policy
- Delegations
- Inclusive - Disability Action Plan
- Economic Development Strategy
- Gender Equality Strategy
- Gifts, Benefits & Hospitality for Council Staff Policy
- Gifts, Benefits & Hospitality for Councillors Policy
- Managing Conflicts of Interest for Council Staff Policy
- Managing Conflicts of Interest for Councillors & Council Committee Members Policy
- Occupational Health and Safety Manual
- Public Interest Disclosure Policy
- Staff Code of Conduct Policy
- Risk Management Policy

Appendix 4 Exemptions from the Policy

The following circumstances may, with evidence and recording of decision making, allow an exemption from the general requirements for publicly advertised tender, quotations and expression of interest. These exemptions also apply to collaborative procurements and require the same approvals. Exemptions can only be granted by the CEO within the CEO's financial delegation.

It is also noted that Council may apply to the Minister for an exemption to the requirement for public tender or compliance to the Procurement Policy, pursuant to *Local Government Act 2020* s 177.

Exemption	Explanation, limitations, responsibilities and approvals
<p>1. A contract or purchase made because of a genuine emergency</p>	<ul style="list-style-type: none"> • Where the CEO has declared that an emergency exists, purchases may be made without the need to initially follow policy during the emergency. Situations covered by this include genuine concerns for public safety, security, building specific critical works, loss of essential services and, invoking an emergency response plan. • This exemption ceases where there is no further imminent threat or requirement to take immediate action to protect life or property. • This exemption must be used for the procurement of extended goods, works or services.
<p>2. A contract made with, or a purchase from a contract made by, another government entity, government-owned entity or other approved third party</p>	<ul style="list-style-type: none"> • This general exemption allows engagements: <ul style="list-style-type: none"> ○ With another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government; and/or ○ In reliance on contracts and arrangements established by another government entity, local authority or local government group purchasing scheme, Municipal Association of Victoria (MAV) or National Procurement network members (e.g. Local Buy), Procurement Australia (PA). or LMPN
<p>3. Extension of contracts while Council is at market to replace that contract.</p>	<ul style="list-style-type: none"> • Allows Council to extend an existing contract where the procurement process to replace the contract has commenced, and where the tender process or negotiations will take or are taking longer than expected. • This exemption may be used when the establishment of an interim short-term arrangement with an alternative supplier is considered not to be in the public interest, as it may be cost prohibitive and/or present a risk in the delivery of critical public services to the municipality.

Exemption	Explanation, limitations, responsibilities and approvals
4. Novated Contracts	<ul style="list-style-type: none"> Where the initial contract was entered into in compliance with <i>the Act</i> and due diligence has been undertaken in respect to the new party.
5. Information technology resellers and software developers	<ul style="list-style-type: none"> Allows Council to renew software licenses and maintenance and support, or upgrade existing systems, where there is only one supplier of the software who holds the intellectual property rights to the software. Decision making must be recorded and include the matters below: <ul style="list-style-type: none"> the existing software must be fit for purpose; the availability of other software products and the costs and benefits of these compared with the current software; and whether value for money would be received under the proposed renewal or upgrade. To reduce the need to consider the use of this exemption, tender specifications for all software licenses must include maintenance, support, upgrades and a reasonable contract term to ensure value for money.
6. Regional Waste and Resource Recovery Groups	<ul style="list-style-type: none"> Situations where a regional waste and/or resource recovery opportunity has been identified, which demonstrably benefits the Shire and aligns with circular economy objectives as defined in the <i>Circular Economy (Waste Reduction and Recycling) Act 2021</i>.
7. Statutory Compulsory Monopoly Insurance Schemes	<ul style="list-style-type: none"> Motor vehicle compulsory third party
8. Operating Leases	<ul style="list-style-type: none"> Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the vehicle.
9. Plant and Equipment Servicing	<ul style="list-style-type: none"> Where it is required to maintain a valid warranty, Where works needs to be carried out by recognised suppliers using genuine parts. To achieve this Council utilises servicing by the manufacturers from whom the plant and equipment was originally purchased. Spare parts from specific manufacturers can be purchased to complete works on a plant and equipment in Council's workshop.

Exemption	Explanation, limitations, responsibilities and approvals
10. Artworks, Statues and Monuments	<ul style="list-style-type: none"> It is not practical to obtain quotes for artworks, statues and monuments as each piece of work is unique. Please note that if an artwork is commissioned to be created then this exemption does not apply and quotations or tenders must be sought.
11. Shop Supplies	<ul style="list-style-type: none"> Units of Council that operate a retail outlet that are required to purchase stock for resale to the public. This is due to the nature of the goods that are offered for resale, which may be of a unique nature.
12. Performers	<ul style="list-style-type: none"> Units of Council that engage performers as part of their performance program are exempt.
13. Specialist sole supplier knowledge and skills	<ul style="list-style-type: none"> if Council requires advice from a supplier who offers specialist knowledge which is not available from any other supplier. An exemption to complying with minimum number of quotes form must be completed for these purchases.
14. Sole Supplier (Core Service)	<ul style="list-style-type: none"> The Council deals with a number of core service sole suppliers. There is no market to test and obtain multiple quotations. Examples of core service sole suppliers are: Central Highlands Water, Coliban Water PowerCor, Professional membership payments (relating to positions held at Council), where the supplier is the sole source of intellectual property e.g. Facebook, Google , Advertising (newspapers)
15. Contractor filling critical vacancy in workforce	<ul style="list-style-type: none"> If a vacancy for a general manager position, manager position, coordinator position or position required by legislation has been advertised but has not been able to be filled, the vacancy may be filled by a contractor.
16. Accommodation	<ul style="list-style-type: none"> When providing term emergency accommodation inline with Council's Emergency Management function, or For overnight/short term accommodation for Council staff when their approved work requires travel, or When Council is required to provide accommodation facilities to visiting representatives.
17. Labour Hire	<ul style="list-style-type: none"> The use of labour hire providers as defined in the Labour Hire Licensing Act 2018 (Vic) to fill short term or temporary additional labour requirements. This is separate to a contractor filling critical vacancy.
18. Legal Services	<ul style="list-style-type: none"> This does not extend to include debt recovery services

Exemption	Explanation, limitations, responsibilities and approvals
19. Chief Executive Officer exemptions	<ul style="list-style-type: none"> • A member of Council staff may apply, in writing, for an exemption under this policy to the Chief Executive Officer. • The Chief Executive Officer may consider an application and provide a written exemption under this policy, where it can be clearly demonstrated that a public procurement process will not be in the best interests of the organisation or community to do so, the Council staff member must be able to demonstrate in their application that clear and robust market testing as occurred. • The Chief Executive Officer may also provide a written exemption under this policy where he or she is satisfied that: <ul style="list-style-type: none"> ○ Exceptional circumstances exist; and ○ It is in the public interest to depart from the procurement processes that would otherwise apply. • The Chief Executive Office must present to a Council meeting details of any contract or other agreement entered into as result of such exemption being provided.

Appendix 5 Evaluation Criteria

MANDATORY	
Relevant Insurances	Pass/Fail
OH&S Requirements	Pass/Fail
Financial Viability	Pass/Fail (as required)
FINANCIAL	
Financial Benefit to Council <ul style="list-style-type: none"> - Relative cost to Council 	Up to 45%
Financial Benefit to Community <ul style="list-style-type: none"> - Business Ownership/Head Office - Business Branch/Office - Employment of Local Staff - Use of Local Sub-Contractors - Use of Local Materials - Local Accommodation for duration of works - 	Up to 20%
OTHER	
Capability <ul style="list-style-type: none"> - Response to specification - Demonstrated experience - Depth of technical skills and knowledge - Management and monitoring system - Quality Assurance System and accreditation 	Weighted criteria to be determined by Tender Evaluation Panel prior to quotation or tender being released.

<p>Capacity</p> <ul style="list-style-type: none"> - Available access to required resources - Available access to required labour - Key Sub-contractors - Demonstrated system and processes for deploying resources 	<p>Weighted criteria to be determined by Tender Evaluation Panel prior to quotation or tender being released.</p>
<p>Environmental Sustainability</p> <ul style="list-style-type: none"> - Environmental Management System, Policy etc - Level of Environmental Objectives, Actions and Specifications proposed under this contract - Demonstrated level of past Environmental Performance 	<p>Minimum 5%</p>
<p>Social Sustainability</p> <ul style="list-style-type: none"> - Level of Social Employment Opportunities and Strategies - Social Enterprise Strategies, Purpose and Social Outcomes 	<p>Minimum 5%</p>
<p>Aboriginal and Torres Strait Islander People</p> <ul style="list-style-type: none"> - Employment opportunities within Central Goldfields Shire - Business ownership and subcontractor engagement - Opportunities in the Loddon Mallee Region 	<p>Minimum 5%</p>

8.3 AUDIT AND RISK COMMITTEE'S BIENNIAL REPORT TO COUNCIL

Author: Chair Audit and Risk Committee

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

As required section 54(5) of the *Local Government Act 2020*, an Audit and Risk Committee (ARC) report must be prepared and presented to Council on the outcomes of the Audit and Risk Committee meetings on a biennial basis.

This report from the Committee covers the six months to 31 May 2023.

RECOMMENDATION

That Council receives the Biennial Report of the Audit and Risk Committee for the period of 31 May 2023.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Transparent decision making;

REPORT

Membership and Attendance

At the start of this reporting period:

Current Membership

- John Watson, Independent Chair
- Robert Tommasini, Independent Member
- Linda McNeill, Independent Member
- Geoff Lovett, Councillor
- Gerard Murphy, Councillor

During the reporting period, the current term of independent member John Watson expired, and his reappointment was subsequently made at the 2 May Council Meeting following a recommendation by the Committee.

The terms of appointment of independent members are staggered year by year to promote continuity on the Committee.

Although not mandatory under the Act, the Independent Audit and Risk Committee members completed personal interests returns.

Meetings

- 6 March 2023 - Scheduled Meeting
- 27 March 2023 - Special Meeting to consider Provision of Project Management Services for Priority Projects
- 19 June - Scheduled Meeting

Matters Considered

This report provides a summary of regular matters which are actively considered by the Audit and Risk Committee during each of its meetings.

These items are listed on the agenda and include the following:

- Chief Executive Officer's (CEO's) Report including updates on legal and regulatory compliance matters
- Central Goldfields Shire Council (CGSC) Internal Audit Progress Report (provided by AFS Chartered Accountants, Council's contracted internal auditor).
- Quarterly finance report
- Outstanding Audit Recommendations Register
- Defined Benefits Superannuation Scheme Update
- Management reports on a variety of matters such as the results of internal audits
- CEO credit card and Councillor expenses
- The Committee's annual work plan
- Sector related agencies and integrity reports

Additionally, the Committee has received reports on:

- Risk Management update including progress on the tender for the procurement for a Risk Management Project to review Council's Risk Management Framework and risk registers
- Cyber security update including the Protective Data Security Plan. This has now been added to the standing reporting items for the Committee.

- Rates collection and outstanding amounts. This has been added to the regular financial reporting.
- Review of the report of operations in the Annual Report

The Committee has not reviewed any policies in the reporting period but notes that the Guidelines for reviewing and managing policies and procedures has been reviewed, the register updated, and an online compliance system is being procured to ensure effective ongoing review of policies.

Members Only discussion

At each meeting, the committee sets aside time for a member only discussion if required. During the Members only meeting the members can raise any matter without management or auditors being present.

Members can also invite the CEO and or Internal or External Auditors to join them to discuss matters without others being present.

Internal Audit

Internal Auditors

AFS Chartered Accountants are currently contracted by the council to provide internal audit services until 31 October 2023.

Internal Audit work Plan

The committee approves a rolling three-year internal audit plan and monitors progress against the plan at each meeting.

The timing of a number of internal audits were adjusted to accommodate operational requirements for both Council and AFS.

Reports presented

While no completed reports of internal audits have been presented in the report period, the following internal audits are in train and to be presented to the June Committee meeting:

- Customer Service Requests and Complaints (to be presented to June meeting)
- Past Issues Review (to be presented to June meeting)

Planning documents reviewed:

- Operational Review - Environmental Health

Internal Audit Recommendations

Risk rating:	Minor	Moderate	Major	N/A	Total
Open as at 31 May 2023	24	30	6	2	60 (-3)
New added	-	-	-		-
Completed (year to date)	7	7	4	3	21 (+8)
Deferred (year to date)	3	7	1		11 (-6)

Council maintains a register of outstanding actions of prior audit recommendations which has recently been transferred into Pulse management software.

The objective of this register is to track the status of outstanding actions to ensure that all actions requested by various auditors are completed by the assigned action officers.

Once an action officer considers that an action has been completed it is marked as such.

The committee closely monitors management's progress on the implementation of internal audit recommendations.

Internal Auditors Performance Review

The committee annually undertakes a review of the performance of the internal auditors.

Strategic Risk Register and Risk Management

The committee receives regular reports on the status of the strategic risk register and the management of risk within the organisation.

A contractor has been appointed to deliver a project to review the Council's Risk Management Framework including its Strategic Risk Register, with the bulk of the work to be delivered in 2023.

Committee Charter

The committee is governed by the ARC Charter adopted by the council as required by the Local Government Act.

The Charter is reviewed by the Committee annually with advice provided to the Council on any recommended changes.

Committee Annual Work Plan

The committee adopts an annual work plan setting out all the known matters it needs to consider at each of its quarterly meetings.

The plan includes all the matters included in the Committee Charter together with matters under the Local Government Act and any other matter the committee considers necessary. The Work Plan is reviewed at each meeting and has achieved completion of the activities as scheduled.

Annual Self-Assessment

The committee undertakes an annual self-assessment, and the results are reported to the council by the CEO.

Due to staff turnover in the Governance Property and Risk team, a self-assessment was not completed in time for the March committee meeting but has been prepared for presentation at the June meeting.

CONCLUSION

The Biannual Report provides the Audit and Risk Committee with the opportunity to report to Council a summary of the outcomes of the Audit and Risk Committee over the reporting period.

The Committee works proactively and constructively with Management to support continuous improvement in the identification and management of risk and audit matters.

Members participate actively and avail themselves of the opportunities to engage with internal and external auditors.

ATTACHMENTS

Nil

8.4 G1746-23 PANEL OF APPROVED SUPPLIERS - SPECILIAST PROJECT SERVICES

Author: Manager Project Management Office

Responsible Officer: General Manager Infrastructure Assets and Planning

GMIAP identified a conflict of interest in a sub set of evaluations and removed himself from that process..

SUMMARY/PURPOSE

The purpose of this report is to brief the Councillors on the recommendation to award contract G1746-23 Specialist Project Services - Panel Contract following a public tender process.

The contract is a schedule of rates contract and the anticipated spend under the contract is above the CEO's financial delegation. The contract is required to be awarded by Council.

RECOMMENDATION

That Council:

1. Award contract G1746-23 to the following contractors across the listed service categories and authorise the CEO to execute these contracts under delegation:
 - Creo Consulting Pty Ltd for the provision of aquatic engineering and drafting and building design services
 - Lacus Consulting Pty Ltd for the provision of aquatic engineering services
 - Fahrenheit Fire Engineers Pty Ltd for the provision of fire engineering services
 - JJ Ryan Consulting Pty Ltd for the provision of electrical engineering and drafting and building design services
 - Harris Kmon Solutions Pty Ltd for the provision of electrical engineering services
 - Wrap Engineering Pty Ltd for the provision of electrical engineering services
 - Currie and Brown (Australia) Pty Ltd for the provision of quantity surveying and project management services

- Plancost Australia Pty Ltd for the provision of quantity surveying services
- Mitbrand Vic Pty Ltd for the provision of quantity surveying services
- N2SH Pty Ltd for the provision of building surveying and bushfire management consulting services
- McGregor Project Services Pty Ltd for the provision of building surveying services
- United Building Consultants Pty Ltd for the provision of quantity surveying services
- Practical Ecology Pty Ltd for the provision of bushfire management consulting services
- Spiire Australia Pty Ltd for the provision of bushfire management consulting, strategy and masterplan development and open space and recreation planning services
- DWP Australia Pty Ltd for the provision of drafting and building design and architectural services
- Avro Architecture Pty Ltd for the provision of drafting and building design services
- Content Studio for the provision of architectural services
- K20.AU Pty Ltd for the provision of architectural services
- Mode Design Corp Pty Ltd for the provision of architectural services
- Dja Dja Wurrung Enterprises Pty Ltd for the provision of communications and engagement, digital, graphic and interpretive design and cultural heritage consultancy services
- L.A McCoy & R.A Williams t/as Local Logic Place for the provision of communications and engagement services
- Conservation Corporation Pty Ltd for the provision of communications and engagement services
- Paoli Smith Pty Ltd for the provision of digital, graphic and interpretive design services
- Sandpit Media Pty Ltd for the provision of digital, graphic and interpretive design services
- Denise Lane and Hayden Goodall t/as Sardine Design for the provision of digital, graphic and interpretive design services
- Extent Heritage Pty Limited for the provision of cultural heritage consultancy, heritage conservation consultancy and heritage consultancy services

- Conservation Studio Australia Pty Ltd for the provision heritage architecture, heritage conservation consultancy and heritage consultancy services
- Lovell Chen Pty Ltd for the provision heritage architecture and heritage consultancy services
- NBRS & Partners Pty Ltd for the provision heritage architecture services
- The Trustee for Gard'ner Jarmin Martin Trust t/as GJM Heritage for the provision heritage conservation consultancy services
- Urban Initiative Pty Ltd for the provision of strategy and masterplan development services
- Beveridge Williams and Co Pty Ltd for the provision of strategy and masterplan development, landscape architecture and urban planning services
- Leisure Planners Pty Ltd for the provision of open space and recreation planning services
- Michael Edward Smith t/as Michael Smith and Associates for the provision of open space and recreation planning, and landscape architecture services
- Ethos Urban Pty Ltd for the provision of urban planning and urban design services
- Hansen Partnership Pty Ltd for the provision of landscape architecture, urban planning and urban design services
- Mesh Livable Urban Communities Pty Ltd for the provision of urban planning and urban design services
- Touch Projects Limited for the provision of project management services
- Accuraco Pty Ltd for the provision of project management services
- Ontoit Global Pty Ltd for the provision of project management services
- Ranbury Management Group Pty Ltd for the provision of project management services
- CT Management Group Pty Ltd for the provision of project management services
- JF Studio Pty Ltd for the provision of landscape architecture services

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and Places and Our Growing Economy

The Community's vision 4. Good planning, governance, and service delivery

Initiative: Improve project management processes and uplift capability in the delivery of priority projects.

Legislation: s108 and s109, Local Government Act 2020

Policy: Central Goldfields Shire Council Procurement Policy 2021

BACKGROUND INFORMATION

For several years, Council has experienced resource instability across its functions responsible for project delivery.

In March 2022, Council established the Project Management Office ("PMO") as a separate department to Infrastructure and recruited for a Manager PMO and Manager Infrastructure to provide more resources to the organisation and distribute those resources appropriately to effectively deliver a significant portfolio of priority projects and the capital works program.

Both senior roles were resolved in the second half of 2022 and internal resourcing in project delivery stabilised with the appointment of the Manager PMO in July 2022, and three additional project management resources in March 2023.

The PMO team are working on the development of a project management framework to improve and streamline project management processes, as well as uplift internal capability in the delivery of priority projects.

As part of this work, Officers identified an opportunity to establish a panel of approved suppliers to enable access and a streamlined approach to procuring a diverse range of technical services required in the provision of project delivery.

As a result, Council advertised contract G1746-23 Specialist Project Services - Panel Contract through a public tender process.

REPORT

Through the public tender process Council received 97 tender submissions. Due to the number of submissions 7 evaluation teams were established with a focus on tenders received for specific services. The evaluation teams consisted of staff from across Council.

The tender responses were assessed against the following criteria:

- Risk Management. (Pass/Fail)
- Financial Benefit to Council (15%)
- Capability (30%)
- Capacity (30%)
- Financial Benefit to Community (10%)
- Environmental Sustainability (5%)
- Social Sustainability (5%)
- Aboriginal and Torres Strait Islander People (5%)

The tender evaluation panel recommends that the following contractors be awarded contract G1746-2023 Specialist Project Services Panel Contract.

Conservation Corporation Pty Ltd	Creo Consulting Pty Ltd
Paoli Smith Pty Ltd	Lacus Consulting Pty Ltd
Sandpit Media Pty Ltd	Fahrenheit Fire Engineers Pty Ltd
Denise Land and Hayden Goodall t/as Sardine Design	JJ Ryan Consulting Pty Ltd
Extent Heritage Pty Limited	Harris Kmon Solutions Pty Ltd
GJM Heritage	Wrap Engineering Pty Ltd
Conservation Studios Pty Ltd	Currie & Brown (Australia) Pty Ltd
Lovell Chen Pty Ltd	Plancost Australia Pty Ltd
Touch Project Limited	Mitbrand Vic Pty Ltd
Accuraco Pty Ltd	N2SH Pty Ltd
Ontoit Global Pty Ltd	McGregor Project Services Pty Ltd
Ranbury Management Group Pty Ltd	United Building Consultants Pty Ltd
CT Management	Practical Ecology Pty Ltd
Beveridge Williams & Co Pty Ltd	Spiire Australia Pty Ltd
JF Studio Pty Ltd	DWP Australia Pty Ltd
Hansen Partnership Pty Ltd	Avro Architecture Pty Ltd

Michael Smith and Associates	Content Studio
Ethos Urban Pty Ltd	K20.AU Pty Ltd
Mesh Liveable Urban Communities Pty Ltd	Mode Design Corp Pty Ltd
Urban Initiative Pty Ltd	Dja Dja Wurrung Enterprises Pty Ltd
Leisure Planners Pty Ltd	LA McCoy & RA Williams t/as Local Logic Place

As the value of the recommended awarding of the contract is above the CEO's \$500,000 (inc GST) financial delegation, the contract is required to be awarded by Council.

CONSULTATION/COMMUNICATION

The tender was advertised in line with Council's Procurement Policy 2021.

The request for tender was advertised on Council's eTender portal, eProcure.com.au as well as in The Maryborough and District Advertiser as part of Council's weekly advertisement.

The tender was also advertised on Council's website and through Council's social media pages.

The tender was available for public download from 18 January 2023 until closing 08 February 2023.

FINANCIAL & RESOURCE IMPLICATIONS

The Contract will provide Council a panel of contractors that staff Council wide will be able to access to deliver projects.

Establishing this panel should allow officers to save time in the procurement process while remaining compliant with the Act and Council's Procurement Policy.

Any engagement with a panel member will be funded from the budget of the project the contractor is being engaged to work on.

Each contract executed with the recommended contractors will be a schedule of rates contract based on the submission provided at tender.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices.

The panel will assist Officers in accessing a diverse range of technical services required in the provision of project delivery services.

The establishment of an approved panel of suppliers for specialist project services will ensure a streamlined approach to accessing specialist project services in the delivery of Councils priority projects, while maintaining transparency and rigour around procurement activities associated with the same.

CONCLUSION

The PMO team have been working to improve the provision of project management services within the Council.

The establishment of an approved panel of suppliers for specialist project services will provide Officers with access to a diverse range of technical services which aren't available internally, assisting them in the effective delivery of project management services.

This report recommends that Council award contract G1746-2023 Specialist Project Services Panel to the service providers listed in the table outline in the 'Report' section of this document.

1. Confidential attachments provided under separate cover.

The evaluation report is confidential under sections 3(a) and (g) of the Local Government Act as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial

undertaking to disadvantage

This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

CONFIDENTIAL ATTACHMENTS

8.4.1 Tender Evaluation Report G1746-23 Main Report

8.4.2 Reference Checks G1746-23

8.4.3 Tender Evaluation Report G1746-23 GROUP 1

8.4.4 Tender Evaluation Report G1746-23 GROUP 2

8.4.5 Tender Evaluation Report G1746-23 GROUP 3

8.4.6 Tender Evaluation Report G1746-23 GROUP 4

8.4.7 Tender Evaluation Report G1746-23 GROUP 5

8.4.8 Tender Evaluation Report G1746-23 GROUP 6

8.4.9 Tender Evaluation Report G1746-23 GROUP 7

8.5 WELCOME TO CENTRAL GOLDFIELDS EVALUATION REPORT

Author: Chief Executive Officer

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide an evaluation of the Welcome to Central Goldfield Project including recommendations and next steps.

The Welcome to Central Goldfields (WTCG) project was developed in response to staff and skills shortages that were impacting local employers in the Shire.

The project was run from July 2022 through to January 2023 in partnership with the Community through a Community Reference Group and with Blackfella Films a production company that documented the project.

The evaluation provides a detailed evaluation based on interviews with participants and supported by economic and social data.

The report highlights the key success factors that the community and businesses can build on, and key learnings that have shaped the recommendations and next steps for consideration.

RECOMMENDATION

That Council:

1. *Note the evaluation report;*
2. *Endorse the recommendations in the report; and*
3. *Thank the members of the Community Reference Group, businesses and the volunteers who provided support to the project and the participants involved.*

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Community's Wellbeing
And Our Growing Economy

This project addressed key objectives in several Council strategies and plans as follows:

CGSC Council Plan 2021 - 2025

- a. Changing the narrative
- b. Multicultural celebration

CGSC Economic Development Strategy 2020 - 2025

- c. Invest in People and Place
- d. A Thriving Business Community
- e. Tailored Economic Development Practice

Municipal Public Health and Wellbeing Plan 2021-2025

- f. Advocate for social change
- g. Foster social connection and diversity

Tourism and Events Strategy 2020 - 2025

- h. Shift the narrative around the Shire's Identity and Perception
- i. Strengthen and diversify our economy

BACKGROUND INFORMATION

The Welcome to Central Goldfields (WTCG) project was developed in response to staff and skills shortages that were impacting local employers in the Shire, as evidenced by a survey undertaken in 2022.

The project looked at filling these vacancies with skilled migrants who were living in Melbourne and would consider relocating to a regional area.

The project was undertaken in partnership with Blackfella Films, a documentary film production company who approached the local community in 2022 with an interest in documenting skilled migrants' relocation to regional areas.

Blackfella films played a key role in recruiting for the pilot with the assistance of AMES Australia and filmed each of the migrant families over a three - six-month period.

A community reference group chaired by Councillor Meddows-Taylor and consisting of business leaders and community members provided leadership and oversight of the project. This group was critical in providing links to business and community members including the provision of support to the participants, such as welcoming them to the Shire, providing mentorship and finding accommodation.

REPORT

The aspirations of the project and this approach over the longer term were:

- A growing workforce which is highly competitive in the skilled jobs market
 - A growing population with a younger median age group and increased cultural diversity
 - A community of empowered leaders who work together to solve complex problems
 - An inclusive community who is proud of who they are and who lead by example in the region
- What are the benefits/disadvantages to this recommendation?

Key success factors of the project included the level of support provided by the community in welcoming the families to the Shire and providing them with links to community groups and activities; finding them short term accommodation including billeting; raising of awareness of workforce issues and the benefits (economic and social) of recruiting migrant people.

Key learnings of the project included;

- the need to find a better match between mentors and volunteers (age and interests);
- more information for volunteers on their role and resources to support them;
- formal agreements for billeting to provide greater clarity and certainty for both parties;
- More targeted information and support for migrant employees required from their employers;
- and training for employers to better understand the needs of migrant employees including visa requirements.

Other issues identified during the project included;

- low availability of childcare;
- limited housing options beyond the billeting arrangements;
- and no centralised website or hub for job vacancy listings.

The project was also driven by the timeframes of the documentary film maker which resulted in sub-optimal outcomes for businesses and participants.

The project would have benefited from more time for planning, and more flexible timelines that suited individual businesses' needs and participants personal requirements to relocate.

The report makes recommendations for the next steps for the Community Reference Group to consider and prioritise. These recommendations include:

- Facilitate a coordinated approach to recruiting migrant employees
- Facilitate a coordinated approach to short term housing solutions
- Formalise the support network with community leaders
- Seek funding for an ongoing project liaison role to support local collaboration
- Create opportunities for migrants considering resettlement to get to know the Shire
- Advocate on housing and childcare needs with all levels of government

These recommendations can be implemented over time subject to resource availability and interest from local businesses and the community.

CONSULTATION/COMMUNICATION

Community Reference Group

A Community reference group was formed to oversight the project with representation across business and community.

The reference group participants and Statement of Intention are in Appendix 2 of the Evaluation Report.

The Community Reference Group met on 10 May to discuss the evaluation report and in particular the recommendations and next steps.

Participants

Interviews were conducted with businesses, volunteers, and participants in the project to gain their insights and feedback on the successes and challenges faced.

These interviews have informed the Evaluation Report.

Communications

From August to December 2022 a weekly social media plan with suggested Facebook posts were sent to Community Reference Group members, along with photos-encouraging them to spread the message of the project.

Articles on the project were featured in The Maryborough Advertiser weekly throughout October.

They also featured the Welcome to Central Goldfields poster regularly before residents arrived in mid-October.

An issue highlighted by the reference group was that we needed to communicate with the community beyond social media and the paper.

A poster was developed in September and placed around the Shire to increase awareness of the project.

FINANCIAL & RESOURCE IMPLICATIONS

Council allocated resources to support the pilot delivery (equivalent to 0.2 FTE for six months). The Project lead - responsible for project management and co-ordination.

Project liaison - responsible for working with the community to identify job and housing options. The cost of this was partially offset by a contribution from Blackfella Films of \$10,000.

An internal working group was also formed with representatives from Tourism, Events and Culture, Economic Development and Community Engagement given the strong strategic alignment of this project with many objectives in the Council Plan and other Council plans and strategies as outlined in Appendix 3 of the report.

RISK MANAGEMENT

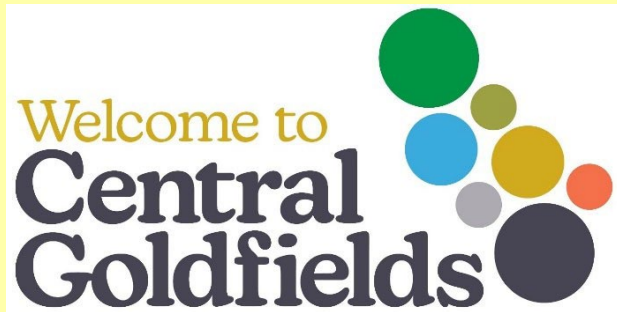
This report addresses Council's strategic risk Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community by addressing the issue identified by business in attracting qualified / skilled staff to fill vacancies whilst also meeting the aspiration of the community to celebrate and embrace cultural diversity.

CONCLUSION

The Welcome to Central Goldfields evaluation report outlines the background of the project, the outcomes, key successes and learnings and recommendations for consideration to continue to address the skills gaps for local businesses through the attraction of skilled migrants to Central Goldfields Shire and to enrich the local community through cultural diversity.

ATTACHMENTS

8.5.1 Welcome to Central Goldfields Evaluation Report



EVALUATION REPORT

WELCOME TO CENTRAL GOLDFIELDS PROJECT

ATTRACTING SKILLED MIGRANT WORKERS

JUNE 2023

ACKNOWLEDGEMENTS

Central Goldfields Shire Council acknowledges and extends appreciation for the Dja Dja Wurrung People, the Traditional Owners of the land that we are on.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture, and the hopes of all Dja Dja Wurrung People.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual, and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

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EXECUTIVE SUMMARY

Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.

The municipality covers an area of 1,532 square kilometres and has a population of 13,483 people (ABS Census, 2021). Manufacturing is the main industry in the shire, employing 12.2% of workers and accounting for 20.5% of economic output.

Other major industries by employment include health care and social assistance (21.2% of workers), retail (12.4%), education and training (9.4%), accommodation and food services (7.5%) and agriculture (7%).

The Shire has a history of high unemployment and disadvantage and is ranked as the most socially disadvantaged in Victoria and 46th in Australia (2016 census).

It has high proportions of the population not in learning or further education compared to the rest of Victoria's population.

The Welcome to Central Goldfields (WTCG) pilot was developed in response to staff and skills shortages that were impacting local employers in the Shire, as evidenced by a survey undertaken in 2022.

The project looked at filling these vacancies with skilled migrants who were living in Melbourne and would consider relocating to a regional area.

This model has been successful in other regional communities such as Nhill, Pyramid Hill, and Ararat.

The project was undertaken in partnership with Blackfella Films, a documentary film production company who approached the local community in 2022 with an interest in documenting skilled migrants' relocation to regional areas.

Blackfella films played a key role in recruiting for the pilot with the assistance of AMES Australia and filmed each of the migrant families over a three - six- month period. It is expected that the resulting documentary will be aired in Australia in mid-2023.

A community reference group chaired by a Councillor and consisting of business leaders and community members provided leadership and oversight of the project. This group was critical in providing links to business and community members including the provision of support to the participants, such as welcoming them to the Shire, providing mentorship and finding accommodation.

The aspirations of the pilot project and this approach over the longer term were:

- A growing workforce which is highly competitive in the skilled jobs market
- A growing population with a younger median age group and increased cultural diversity
- A community of empowered leaders who work together to solve complex problems

- An inclusive community who is proud of who they are and who lead by example in the region

This report provides a detailed evaluation of the pilot project based on interviews with participants and supported by economic and social data. The report highlights the key success factors that the community and business can build on, and key learnings that have shaped the recommendations and next steps for consideration.

Key success factors of the project included the level of support provided by the community in welcoming the families to the Shire and providing them with links to community groups and activities; finding them short term accommodation including billeting; raising of awareness of workforce issues and the benefits (economic and social) of recruiting migrant people.

Key learnings of the project included;

- the need to find a better match between mentors and volunteers (age and interests);
- more information for volunteers on their role and resources to support them;
- formal agreements for billeting to provide greater clarity and certainty for both parties;
- more targeted information and support for migrant employees required from their employers;
- and training for employers to better understand the needs of migrant employees including visa requirements.

Other issues identified during the pilot included;

- low availability of childcare;
- limited housing options beyond the billeting arrangements;
- and no centralised website or hub for job vacancy listings.

The report makes recommendations for the next steps for the Community Reference Group to consider and prioritise.

These recommendations include:

- Facilitate a coordinated approach to recruiting migrant employees
- Facilitate a coordinated approach to short term housing solutions
- Formalise the support network with community leaders
- Seek funding for an ongoing project liaison role to support local collaboration
- Create opportunities for migrants considering resettlement to get to know the Shire
- Advocate on housing and childcare needs with all levels of government

These recommendations can be implemented over time subject to resource availability and interest from local businesses and the community.

1. INTRODUCTION

1.1 REPORT PURPOSE

Through the *Welcome to Central Goldfields (WTCG)* pilot (June 2022 - December 2022), seven migrant families and or single adults relocated from Metropolitan Melbourne to Central Goldfields to take up job opportunities in the Shire.

The pilot was in response to staff and skills shortages affecting local businesses as confirmed in a survey responded to by 50 businesses in June 2022.

The survey found that whilst there was difficulty in attracting all occupational groups some, such as qualified professionals, qualified trades people, and skilled workers, were particularly hard to recruit and retain.

The pilot also responded to the community's desire to become more culturally diverse.

The *Community Vision* developed in 2021 included an aspiration to *Welcome and support new Australians and recognise their culture and contribution to the community.*

The purpose of this report is to:

- Capture the key factors that supported successful resettlement for the participants involved in the pilot
- Identify areas for improvement to increase success rates with future migrant resettlement initiatives
- Facilitate a platform for advocacy for those inhibitors to successful migrant resettlement that can't be addressed locally

1.2 EVALUATION APPROACH

Through improving our approach to migrant resettlement, community and business leaders seek to achieve long-term outcomes for the *Central Goldfields Shire* community, including:

- A growing workforce which is highly competitive in the skilled jobs market
- A growing population with a younger median age group and increased cultural diversity
- A community of empowered leaders who work together to solve complex problems
- An inclusive community who is proud of who they are and who lead by example in the region

The key findings in this report are particularly important from this perspective as they form a solid foundation on which further insight and improvement might be built over time towards achievement of the long-term outcomes.

1.2.1 Data collection

Data has been collected from three main sources:

Case studies

To learn from existing resettlement programs to regional Victoria:

- *Small towns, Big Returns, Economic and social impact of the Karen resettlement in Nhill, Deloitte Access Economics and AMES, 2015*
- *Ballarat Skilled Migration Project, Ongoing*
- *Population Attraction and Retention Toolkit, Rural Councils Victoria, 2020*
- *A bridge to Regional Employment and Opportunities, A Try, Test and Learn Fund Project, Department of Social Services and Ames, 2021*
- *Regional Workforce Pilots - Regional Development Victoria (High Country, Great South Coast Robinavale and Grampians)*

Social media analysis

To gauge community perceptions and sentiments: The response to our social media posts about the project were mainly positive and supportive.

The main concern raised in these posts was in relation to the availability of housing.

Quote: "Fabulous idea and right on the money, all over Australia this is the only way to plug the labour gaps but also to build towns."

Quote "There are very few rentals in Maryborough and for what they are charging Maryborough just does not have enough to offer..."

Semi structured interviews

To generate deep insights with key people involved in the project:

- Pilot participants who resettled in Central Goldfields (x6 interviews as one person could not be contacted)
- Community Reference Group members (x6 interviews)
- Community members (volunteers) including those who provided housing options (x5 interviews)
- Local businesses (x7 interviews)
- AMES

Economic data

- 1) Central Goldfields Shire Council Recruitment and Retention of Staff in the Shire Survey results
- 2) ABS 2021 Census Data
- 3) Remplan Economic Data

1.3 REPORT STRUCTURE

The report comprises the following sections:

- **Section 2** - Provides a profile of Central Goldfields Shire Council by looking at demographics, the economy and social indicators
- **Section 3** - Documents the background to the pilot including the model for delivery and the important role of local leadership
- **Section 4** - Discusses the key findings for the pilot including what helped and hindered resettlement efforts
- **Section 5** - Identifies the top factors for successful migrant resettlement and recommendations next steps

2. ABOUT CENTRAL GOLDFIELDS SHIRE

Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.

The municipality covers an area of 1,532 square kilometres and has a population of 13,483 people (ABS Census, 2021).

Central Goldfields Shire is bounded by Loddon Shire in the north, Pyrenees Shire in the west, Mount Alexander Shire in the east and Hepburn Shire to the south.

Maryborough is the Shire's major business centre with a population of 8,160 (Maryborough SA2 level ABS Census 2021).

Other smaller townships include Bealiba, Carisbrook, Daisy Hill, Dunolly, Talbot, Majorca, Bet Bet and Timor.

The Traditional Custodians of the land in Central Goldfields Shire are the Dja Dja Wurrung people.

The Shire's rich history began with Traditional Owners and has been enriched by migration during Victoria's gold rush era.

All townships feature iconic heritage architecture and agricultural industries spread across the Shire and include grain, sheep grazing and broiler farming.

The Shire is also home to manufacturing, infrastructure, agricultural, freight, printing, and food production companies.

Residents have access to affordable housing, a wide variety of health services, schools, recreational facilities, parks, and gardens.

In 2020 Council developed a Community Vision in collaboration with a Community Advisory Group drawing on input from over 2000 people across the Shire.

The Community Vision is:

"In 2031, we are an inspiring, thriving, and prosperous community of choice, we've taken bold steps towards growing our economy and our community is full of optimism and opportunities. We are kind, connected and inclusive and we nurture creativity, leadership, and innovation. We value and invest in our young people and our health and wellbeing is high. We live sustainably, cherish, and protect our environment and heritage and we have access to outstanding jobs, education, health, community services, infrastructure, and housing".

2.1 ABOUT THE COMMUNITY

The median age in Central Goldfields Shire is 52 (ABS Census 2021), higher than the regional Victorian median age of 43 (ABS Census 2021).

The population is forecast to grow at a rate of 0.7% annually from 2022 to 2028.

Of the population, 82.3% were born in Australia and 89.7% speak only English at home, compared to the State average of 67.2%. Aboriginal and Torres Strait Islander people represent 2.3% of the population (ABS Census 2021).

The ancestry of the Shire is predominately from the United Kingdom. Of those born overseas residents were from England (3.4% of total population), New Zealand (0.8%), the Philippines (0.6%), Netherlands (0.6%) and Scotland (0.4%).

Residents have access to a wide variety of health services, schools, retail, and recreational facilities, making Central Goldfields a great place to live.

Like other small rural towns, challenges include limited public transport and lack of specialist services, particularly in health, and limited access to post-secondary education locally.

Despite being a great place to live, Central Goldfields is the most socially disadvantaged in Victoria and 46th in Australia with a SEIFA index in 2016 of 870 (2021 census data will be available in late April 2023).

It has high proportions of the population not in learning or further education compared to the rest of Victoria's population.

Family and household median weekly income is lower than the Victorian medians, \$904, lower than the regional Victorian median of \$1,386. At 46.8%, rates of home ownership in the Shire are higher than the rate of 39.3% for the rest of regional Victoria (ABS census 2021).

However, 14.4% of dwellings are in housing stress.

This consists of 241 in mortgage stress (15.4% of mortgaged dwellings), and 652 in rental stress (53.5% of rented dwellings).

In Central Goldfields, affordable housing in CGS has decreased between 2007 and 2020 with the COVID-19 pandemic impacting housing availability (rental and purchase).

2.2 ABOUT THE ECONOMY

Manufacturing is the main industry in the shire, employing 12.2% of workers and accounting for 20.5% of economic output (REMPPLAN, 2023).

This includes sectors such as printing, publishing, and food processing. Other major industries by employment include health care and social assistance (21.2% of workers), retail (12.4%), education and training (9.4%), accommodation and food services (7.5%) and agriculture (7%) (REMPPLAN, 2023).

Traditionally unemployment rates have been higher than for the rest of Victoria, however the unemployment rate as of February 2022 was 4.4% which was higher than the average rate for regional Victoria (3.7%) but lower than the Victorian State average of 4.6%.

3. BACKGROUND TO THE PILOT

3.1 SKILLS SHORTAGES IN REGIONAL VICTORIA

In recent years, businesses in Victoria have faced significant challenges in attracting skilled employees.

One of the main factors contributing to this challenge is the state's aging workforce, which is leading to a shortage of workers with specific skills and experience.

Businesses in Regional Victoria face unique challenges when it comes to attracting skilled employees.

One of the main challenges is the perception that career opportunities in regional areas are limited compared to cities.

Many people are hesitant to relocate to regional areas due to the perceived lack of job opportunities and social amenities.

This perception is particularly prevalent in fields such as technology and finance, where most job opportunities are concentrated in metropolitan areas.

Another challenge faced by businesses in Regional Victoria is the limited pool of qualified candidates. While there are many talented individuals living in regional areas, the number of qualified candidates may be lower than in metropolitan areas.

A third challenge faced by businesses in Regional Victoria is the difficulty in competing with metropolitan areas regarding salaries and benefits.

This challenge is particularly significant in fields, where highly skilled workers are in high demand and can command high salaries.

Attracting skilled migrant employees to Regional Victoria to fill these skill gaps can also be challenging for businesses as many migrants may not be familiar with regional areas and may prefer to settle in metropolitan areas where there are established migrant communities and access to social amenities.

As a result, businesses in Regional Victoria may find it difficult to attract skilled migrants, particularly those who have no prior experience living in a regional area.

Another challenge is the lack of available services to support migrants settling in Regional Victoria.

Migrants often require support to find accommodation, access healthcare services, and establish social connections in their new community.

3.2 SKILLS SHORTAGES IN CENTRAL GOLDFIELDS

Central Goldfields Shire Council (CGSC) conducted a survey (Appendix 6) with businesses following feedback that recruiting and retaining staff was becoming more problematic.

Businesses were concerned this was having a detrimental effect on their businesses reaching their full potential.

The survey was distributed electronically to over 200 businesses in the Shire. Fifty-one responded.

The survey asked a range of questions, from workforce size to support and incentives. The largest groups of responding businesses were retail, followed by hospitality and manufacturing.

Over 60% of participants said finding staff was either difficult or very difficult. Whilst there was difficulty in attracting all occupational groups some, such as qualified professionals, qualified trades people, and skilled workers, were particularly hard to recruit (90%).

Apart from the general skills shortage in Victoria and regional Victoria, some of the issues in Central Goldfields can also be attributed to the level of educational attainment in the Shire, which is lower than the State and Regional averages.

The 2021 census showed that 9.2% of the population had a bachelor's degree compared to Victoria (29.2%) and Australia (26.3%), and 6.8% held a diploma compared to Victoria (9.8%) and Australia (9.6%).

As a result of these challenges, businesses are looking for several solutions including;

- additional financial and non-financial incentives, such as flexible work arrangements and a better work-life balance - many businesses stated they were doing this in the survey
- building partnerships with local education providers to develop a pipeline of skilled workers from within the community -a project called TILT is working on this option (see Appendix 7)
- attracting skilled migrant employees - the subject of this pilot

3.3 THE COMMUNITY COMING TOGETHER

2017-2021 - Community and business leaders grapple with increasingly complex issues with attracting and retaining staff (particularly skilled staff) and the issue is identified in Central Goldfields Shire Council's Economic Development Strategy 2020-2025

2021 - Building on conversations with Committee for Maryborough and local business leaders, Central Goldfields Shire Council invites over 200 businesses to provide further insight into staff attraction and retention challenges (see Appendix 6)

Early 2022 - Blackfella Films approach local and community leaders with their interest to shine a light on the divide between urban and regional Australia and to elevate and promote the 'gold' to be found in regional towns

Mid-2022 - Community and business leaders form a Community Reference Group to lead a pilot project - Welcome to Central Goldfields - to resettle up to ten migrant families, from Metropolitan Melbourne to Central Goldfields Shire and agree to work alongside Blackfella Films through the pilot

3.4 DELIVERING THE PILOT PROJECT

June 2022 - Community and business leaders form a Community Reference Group (See Appendix one)

June 2022 - Central Goldfields Shire Council allocates resources to support the pilot delivery (equivalent to 0.2 FTE for six months)

The Project lead - responsible for project management and co-ordination
Project liaison - responsible for working with the community to identify job and housing options (Position description in Appendix 8)

June 2022 - October 2022 - Blackfella Films uses a range of strategies to recruit migrant families and individual adults with an interest in resettling in regional Victoria

July 2022 - September 2022 - Project liaison launches a communications campaign for the pilot and works with local communications professionals to promote the campaign on a

weekly basis The project liaison also works with local businesses to identify job opportunities which have not yet been filled locally and; local community members to source short term, community-based housing options

September 2022 - Project liaison works intensively with Blackfella Films and people in the community to match migrant families and or individual adults with jobs and housing options and community members come together to establish a support network (including a buddy system) and attend AMES training

October 2022 - December 2022 - Seven families/ participants arrive in Central Goldfields after local flooding events cause some delays. Families settle into new jobs, housing and schools and filming in the community intensifies

October 2022 - Community Reference Group and support network members host a community picnic to welcome the participants in the pilot. Culturally appropriate welcome packs are distributed

January 2023 - One migrant family and one adult choose to stay in Central Goldfields, and the pilot ends. The evaluation processes commence.

April 2023 - Recommendations for next steps are agreed by the Community Reference Group (as part of this report)

Late 2023 - A three-part documentary about the pilot may be aired on television

3.5 PILOT PARTNERS

Blackfella Films - Is a production company known for its distinctive style of documentary film making, with previous work including First Australians, Mabo, Redfern Now and Addicted Australia.

Blackfella Films had a key role in recruiting for the pilot with the assistance of AMES Australia and filmed each of the migrant families over a three - six-month period including their decision to leave Metropolitan Melbourne and experiences settling in Maryborough and surrounds.

AMES - Provides comprehensive settlement services for refugees and migrants and has extensive experience in supporting migrant resettlement to regional Victoria.

As key advisers on the pilot, AMES also provided training with community and business leaders, particularly focusing on cultural diversity and safety.

LOCAL BUSINESSES - Many local employers were interested in and supportive of the project and stayed involved regardless of their success or not in filling a vacant position.

4. KEY FINDINGS

The key findings section is a simple synthesis of the data collected through the research process (see section 1.2.1 Data collected).

4.1 UNDERSTANDING THE NEEDS OF NEW MIGRANTS

- New migrants need support settling into schools
- Homesickness is a common feeling, so opportunities to connect into community are important
- Career opportunities such as learning new skills and expanding knowledge are important
- New settlers would prefer more of a ground swell of migrants, so they don't 'stick out' and can share experiences
- Skilled migrants are not always as competitive in a job market i.e... Language and cultural differences, so businesses need to modify their interview approach understanding this

4.2 WHAT WORKED WELL?

- Most migrant families found the support network worked well and were grateful for the support base in their transition, for some the match did not fit (particularly due to age differences)
- Common interests between volunteers and migrant families and individual adults really helped with creating strong connections
- Billeting with local families is a successful way of welcoming migrant families and quickly integrating them into the community. Lots of people in the Shire live in large houses alone, and billeting is a great solution for all
- Community based housing (including billeting) was a quick and effective way for solving short term housing solutions
- Local leaders are committed to migrant resettlement as a key focus for the future of the community, even if there is no obvious gain for them (i.e., many involved did not solve their employment issues through to pilot but are committed to further pilots and getting better). They also cited the range of potential reputational risks with filming the process, but felt the potential gains outweighed these risks
- The community barbeque was highly valued by all people involved in the project, particularly volunteers, as they were able to meet their 'buddies' in a supportive environment
- Cultural exchanges, particularly through the communications campaign

- Local businesses preparing staff to welcome new migrant workers, and to encourage support, particularly around community involvement
- Volunteers who were able to draw on their own experiences of travelling or living in another country were more able to empathise with, and anticipate the needs of migrant families and individual adults
- Participants became involved in local community groups and activities such as:
 - Local Carols Group
 - Local Cricket Club
 - Field Naturalist Club
 - Migrant family (Galang family) to share Christmas lunch with a volunteer (Jan) (cancelled due to COVID)
 - Latin night (hosted by one of the migrant families)

4.3 AREAS FOR IMPROVEMENT

All people involved in the pilot saw value in continuing the support network activities, however, a few people cited areas for improvement:

- A clearer definition of the volunteer role
- Guidance on how to contact families including how frequently they should be contacted
- Guidance on how to draw on personal experience to help people feel welcomed
- Overall co-ordination and information sharing among volunteers and billets including opportunities to connect face to face
- Volunteers needed more information about their buddies to help identify shared hobbies and interests and to help with connecting
- Ensure that volunteers are matched with interests (and age)
- Greater visibility of a key contact point for the support network
- In some instances, volunteers, migrant families, and individual adults failed to connect through the pilot period. Some volunteers were anxious that they could be doing more, but did not want to overwhelm the migrant families
- Ultimately, the pilot was unsuccessful at attracting skilled migrants (professionals), this was partly due to the short timeframe of the pilot and timelines driven by the documentary partner
- Some people who billeted individual adults would have liked some sort of contractual arrangement in place and would require this in future pilots. They also suggested a key point of contact for those billeting and billeted would have helped with any arising challenges and or conflicts

- Ownership of the project remained ambiguous for some, was it local leaders or Council or both? Greater clarity would have provided more confidence in the community
- No footpaths in some areas were an issue for one of the migrant families
- More options are needed for groceries and takeaway for migrants, i.e., there is no fruit and vegetable store, and limited options for vegetarians locally
- One family did not stay because their daughter didn't settle well into school
- There isn't much for young people to do in the Shire i.e., 20's to 40's, this makes it difficult for young migrants in this age bracket to stay
- Some migrants did experience 'casual racism' such as 'you're not from here,' conversations which aren't acceptable, according to the migrant families and individual adults and would not be encountered in Melbourne

Quote

TJ - "Provide education that everyone is contributing to the same thing. Just because we look a certain way doesn't mean we are not the same as you"

4.4 SHIFTING THE NARRATIVE OF MARYBOROUGH

- All people involved in the pilot welcomed a shift away from the traditional 'Anglo town' attitudes of Maryborough and expressed excitement for the Shire as it steps towards cultural diversity
- Many people involved in the pilot agreed that the raising of awareness of workforce issues and the benefits (economic and social) of recruiting migrant people as the greatest success factor of the pilot
- Seeing highly respected community leaders involved in the project, encouraged others to feel that it was a valid and important initiative for the community
- All people agreed there is an opportunity for the Shire and businesses to really market themselves as a community of choice for migrant communities

Quote

Anki - "there are lots of facilitates here and everything is accessible, but there needs to be a drawcard to keep people here on the weekend. People spend a lot of time travelling on the weekends, but we should be attracting people to the Shire. Things like the Goldfields Community Festival should be happening regularly"

Quote

(John Golf club) "We need to show that Central Goldfields is ready to welcome skilled migrants, that it can be the place of choice for people from all backgrounds"

Quote

(David at MEC) "One of our grade 3 students asked to host a Diwali festival, what a great way to introduce cultural festivals to the Shire, it could really open people's eyes"

First impressions of the Shire

- The air is fresher here and the town feels safe
- The community is very friendly and welcoming, particularly compared to Melbourne
- It's very quiet with much less people around, that's hard when you're from the city
- Here you are a human, people know your name
- The town and gardens are beautiful, it has a good vibe

Quote (Eddy) "This is a beautiful town with a lot of potential, but there's not much for people to do"

4.5 STRUCTURAL ISSUES AND OPPORTUNITIES

- Visa are frequently a sore point and issue for migrant families, and they need stronger employer support to navigate the system
- Availability of health care (particularly GP's) is critical
- Migrant families and individual adults recommend that there are more local programs on cultural awareness, particularly for businesses
- More employers could provide housing options, particularly short term and to support the resettlement, noting that MDHS and Asteria already do to some extent
- The pay is less in the regions than in the city
- Working with children checks are difficult for migrants to acquire. This was a key barrier to successful employment at the local schools
- Community leaders acknowledged the strong spirit in the community and that there are a range of challenges that locals have not been able to solve (unemployment, poverty, and the ageing population. People really do believe that migrant resettlement is a way out of this cycle
- State Government are undertaking an international recruitment campaign to help with worker shortages in education and health
- This pilot is an important platform for advocacy which businesses can collaborate on to effect change at other levels of government
- There needs to be more co-ordination around training, with better links into Bendigo (TAFE) and other major centres and placed based programs (TILT program may address this - see Appendix seven)

Quote

"It just takes time to link everything up and we need to be realistic about that i.e., housing, jobs, the right candidate, schools, childcare, etc."

4.6 BUSINESS' READINESS, CAPACITY, AND CAPABILITY

- There are varying degrees of readiness in the business community with some businesses lacking induction processes (HR staff) let alone culturally appropriate ones
- For smaller local businesses, there is a need for cultural awareness training, to understand that working with migrants is different and requires a particular skill set
- Businesses do continue to see skilled migration as a significant opportunity and are committed to finding a way to making it work
- Some businesses didn't benefit from the program, that was difficult
- Migrant resettlement does come with risks for local businesses particularly as the costs are high (time and resources) and there is no guarantee of successfully employing people (such as happened for several businesses involved in the pilot)
- A centralised system - in the Shire - for visas would be attractive for businesses and would increase their level of confidence in hiring skilled migrants for skills shortages (a visa agent available for all businesses in the Shire)
- Most businesses will offer short term housing as part of their conditions for professional job adverts. Having a centralised system to access this short-term housing was cited as valuable for businesses also
- A local community connector role was also cited as a valuable opportunity area, particularly for instances where there might be difference or conflict, and the role could be a neutral person to support in those instances
- A local job portal could create a funnel for skilled migrants, with a well-maintained list of local vacancies in the Shire (TILT program may address this - see Appendix seven)

5. SUCCESS FACTORS AND RECOMMENDATIONS

5.1 TOP FIVE SUCCESS FACTORS

Skilled migration is a complex and costly way for businesses to recruit new staff with many needs to be addressed. These five factors must be in place to increase the likelihood of success:

1. Build on 'bonding capital' by resettling migrant families from a common cultural background, also focus on families and not individual adults (targeted rather than an ad hoc approach)

2. Partner with a resettlement organisation (such as AMES) and prepare local businesses to ensure that culturally appropriate employment and training is available for migrant families and employers
3. Provide initial accommodation to support successful resettlement including billeting options
4. Provide a welcoming and supportive community through activities such as a 'buddy system,' referrals into relevant services (health, education, other.) seamless integration into community groups and clubs and welcome pack with local information
5. Ensure strong leadership from all levels of the community to manage the complexities of cultural adjustment including coordinated communications to promote the benefits of resettlement and how the community can support

5.2 RECOMMENDATIONS FOR NEXT STEPS

The Community Reference Group, in partnership with Central Goldfields Shire Council, will be responsible for determining how the following six recommendations might be implemented, overtime, and in the absence of any ongoing dedicated funding (at the time of writing this report).

5.2.1 Facilitate a coordinated approach to recruiting migrant employees

Local business leaders need to work together to improve overall success rates with recruiting and retaining migrant employees across businesses in the Shire. The items below were suggested as areas where collaboration and information sharing might be beneficial -

- People and culture resources:
 - Culturally appropriate induction programs
 - Visa requirements, processes, and timing
 - Referrals and training
- A jobs portal to show the employment pipeline in the Shire and thinking strategically longer term - knowing that it takes time to recruit (TILT program may address this - see Appendix seven)
- Recruitment of families from the same cultural background (as per Karen community in Nhill)

5.2.2 Facilitate a coordinated approach to short term housing solutions with community and business leaders

- Develop an approach for ensuring that community-based housing solutions are easy to access for local businesses. Particularly as we know that available housing can be a key barrier to successful migrant resettlement

5.2.3 Formalise the support network with community leaders to increase rates of staff retention

- We need to be clearer about what's on offer from the community
- MDHS are already recruiting international workers, but they still need help with settlement and retention strategies
- According to AMES, the supportive community is the most important thing
- Consider supporting and expanding community based childcare options to help with short term issues
- Community connectors are critical to help embed people and ensure they stay
- Can the MVRC lead the volunteer network?
- Businesses need to be better informed about the support network so that this is part of their 'sell' to support people to move to the area and settle

5.2.4 Seek funding for an ongoing project liaison role to support local collaboration efforts

- Key feedback from AMES is that while community members and volunteers have a key role, for this to be a success it can't be on volunteers in the community 'only,' or people in businesses, real resourcing is needed to drive the opportunity forward
- Without dedicated funding it will be difficult to repeat and scale this opportunity
- As observed by MDHS - the community connector role is most important to help people embed in the community - this could be a role hosted by Council with funding support but shared across the whole shire and all the businesses
- The Ballarat work is showing how extensive the problem is - of employment issues and that even well-resourced organizations and places struggle with the time, effort and cost that goes into migrant resettlement

Quote

"There is so much time and effort that goes into this [migrant resettlement] - it really makes sense to do it collaboratively - how much more can we do across the Shire together to cut down time and resources"

5.2.5 Create opportunities for migrants considering resettlement to get to know the Shire

- Videos and other documents to showcase that Central Goldfields Shire is a great place to live and a great place to raise a family
- More accessible information on community groups and what they have to offer
- More information on access to cultural needs such as places of worship, specialist food retailers

5.2.6 Advocate on housing and childcare needs with all levels of government

Childcare

CGSC has recently developed an Early Years Infrastructure Master Plan, a comprehensive and well evidenced report that outlines resources and investment required to meet increasing requirements of the Victorian Government early years policy agenda.

It is underpinned by the latest research on how best to support children and families and provides significant social and economic opportunities to grow Central Goldfields as a desirable and supportive place for families and children to prosper.

Early Years Infrastructure Masterplans are typically undertaken to ensure alignment between the forecast demand for kindergarten places as described in the KISP (Kindergarten Infrastructure and Service Plan) and the physical assets within the organisations control that provide kindergarten places.

The final Masterplan describes the necessary renewal and new build projects required to deliver accessible and inclusive Early Years services and meet the community's needs over the short and long term. Implementation of the Masterplan will depend on the availability of funding.

The Victorian State Government made an election commitment to delivering a new low-cost childcare centre in Maryborough.

The timing of this project is unknown at the time of drafting this report.

Housing

The Victorian State Government Department of Jobs, Skills, Industry and Regions provided funding for the development of a Loddon Mallee Housing Action Plan that investigated the issues relating to the provision of additional housing across the Loddon Mallee Region and identified strategies that if implemented would address the critical housing needs of the region.

All the Loddon Mallee Councils were invited to take part in the project and took up the opportunity through the consultation process to ensure that each Council area had their issues identified and factored into the final strategies.

Consultation also took place with a wide variety of stakeholders, industry experts and community leaders as the project aimed to develop an Action Plan that will over time deliver more housing on the ground which the region has identified as one of the key requirements to ensure the future prosperity of the Loddon Mallee Region.

The Action Plan has identified six key issues together with how to address these issues because of extensive consultation which are:

- Lack of comprehensive strategic planning for future housing
- Suitable development land being withheld from in sequential release
- Lack of Infrastructure finance/provision to support development

- Poor development feasibility in some markets for medium density and compact housing and therefore unachievable sale prices
- Decreased housing affordability and increased housing stress
- Costs and time delays in planning and development that hamper responsive supply

The provision of housing whether it is social, affordable or for the meeting the requirements of attracting and retaining a workforce will continue to be a high priority for all Councils within the Loddon Mallee Region.

Governance models as suggested within the plan are currently being considered by member Councils to take ownership and drive the plan forward.

APPENDICES

APPENDIX ONE - COMMUNITY REFERENCE GROUP AND INTERNAL WORKING GROUP

Community reference group

- David Sutton, MEC Principal
- Annie Constable, Asteria Services CEO
- Chris Meddows-Taylor, Central Goldfields Shire Mayor
- Craig Young, Havilah CEO
- John Sedunary, Committee for Maryborough Chair
- Nickola Allan, MDHS CEO
- Gary Higgins, Rotary President OAM
- Lucy Roffey, Central Goldfields Shire Council CEO
- Kelly Mason, Bounce
- Simon Cox, Sonac
- Bronwen Haywood
- Bec Schroeder, True Foods
- Taren Gill, Priceline
- Elisa Luu, Priceline

Website link: [Statement of Intention - Community Reference Group](#)

- Emma Little, General Manager Community Wellbeing
- Kylie Long, Manager Community Engagement + Project lead
- Alisha Chadwick, Acting Manager Tourism, Events & Culture
- David Leathem, Acting Manager Strategy and Economic Development
- Brian Gould, Economic Development Officer
- Angela Tucker, Digital Communications Officer + Project liaison officer

APPENDIX TWO - COMMUNICATIONS CAMPAIGN

Website link: [Welcome to Central Goldfields poster v1.pdf](#)

From August to December 2022 a weekly social media plan with suggested Facebook posts were sent to Community Reference Group members, along with photos- encouraging them to spread the message of the project and reiterate that it was not solely Council's project, but one being led by the community.

These featured quotes from CRG members and community leaders involved in the project. They also highlighted the necessary details of the documentary.

While the aspiration was to also include stories on the new residents, this was only partly done and is an area which could have been improved.

Articles on the project were featured in The Maryborough Advertiser weekly throughout October. They also featured the Welcome to Central Goldfields poster regularly before residents arrived in mid-October.

An issue highlighted by the CRG, we needed to try and communicate with the community beyond social media and the paper. The poster was developed in September and placed around the Shire to increase awareness of the project.

Conversation online

Most of the feedback received throughout the communication campaign was positive, with comments stating they were excited to welcome new people into town.

When stories focused on new residents, comments welcomed them to town and stated they were excited for them to be in the Shire.

Comments did focus on the fact that housing is an issue, with people often asking, "where are they going to live," and "why is council focusing on this and not our roads, rates and rubbish."

APPENDIX THREE - STRATEGIC ALIGNMENT

There is also significant strategic alignment for the pilot project, as well as range of

opportunities to better align with local and regional programs, plans and strategies currently under development. For example:

CGSC strategies

CGSC Council Plan 2021 - 2025

- a. Changing the narrative
- b. Multicultural celebration

CGSC Economic Development Strategy 2020 - 2025

- c. Invest in People and Place
- d. A Thriving Business Community
- e. Tailored Economic Development Practice

Municipal Public Health and Wellbeing Plan 2021-2025

- f. Advocate for social change
- g. Foster social connection and

diversity Tourism and Events Strategy
2020 - 2025

- h. Shift the narrative around the Shire's Identity and

Perception Regional strategies

Loddon Mallee South Regional Growth Plan

- i. Strengthen our communities, especially in our small towns
- j. Strengthen and diversify our economy

Business and community strategies

Committee for Maryborough

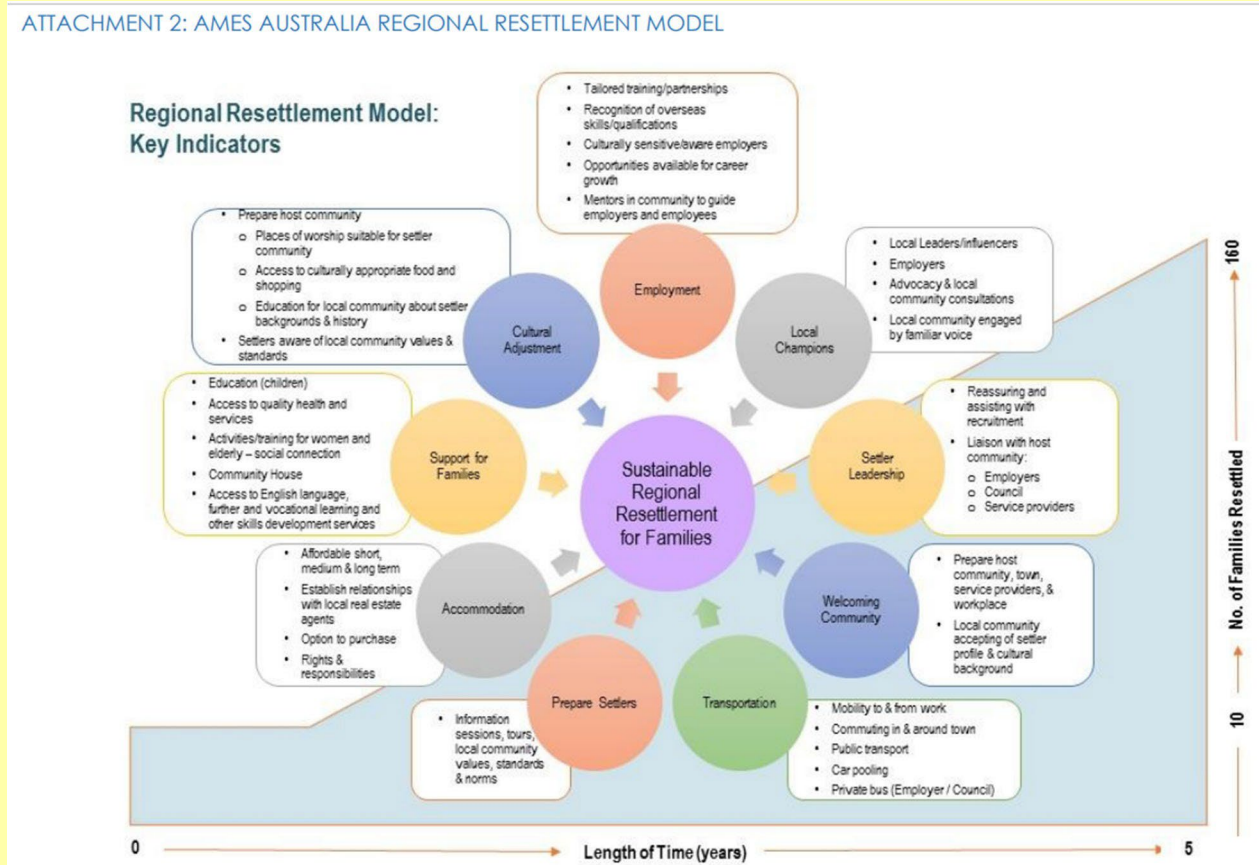
- k. Monthly Consultation program with major employers
- l. Development of special interest groups to further cross-training & development
- m. Cross-business training programs (e.g., OHS, leadership)

Rotary:

n. Peace and Harmony Park

APPENDIX FOUR- AMES AUSTRALIA REGIONAL RESETTLEMENT MODEL

ATTACHMENT 2: AMES AUSTRALIA REGIONAL RESETTLEMENT MODEL



APPENDIX FIVE: CASE STUDY REPLAN ECONOMIC IMPACT ANALYSIS

"Economists often discuss immigration in terms of a multiplier effect. Newcomers don't just fill jobs, they also create them, by bringing demand for new products and services." New York Times article [Australia's Immigration Solution: Small-Town Living - The New York Times \(nytimes.com\)](https://www.nytimes.com/2022/05/11/us/immigration-solution-small-town-living.html)

Welcome to Central Victoria			
Economic Impact Analysis – March 2023			
REPLAN			
Case Study – One Family's Experience			
<i>"My family really like it here. My work really help a lot in our economic decision to stay here. My wife's work is great as well, she's learning new skills and gaining a lot of self confidence in herself. My son is extremely happy with his school. He thinks it's way better that his 2 previous Elementary Schools in Melbourne.</i>			
<i>We buy our food and other consumables locally. That include clothes etc as well."</i>			
	Parent 1	Parent 2	Dependent Child
Occupation	Owner/driver contractor	Carer	NA
Location of work	Ballarat	Maryborough	NA
Hours worked per week	50+ hours	35 hours	NA
Main activity of employer	Delivering bags of ice	Aged care services	NA
Attending school	NA	NA	In year 5 at local primary school
Housing - renting	\$240 per week		
Housing - purchased	<i>"Looking to buy a property this year or next year"</i>		

Economic Impacts for Central Goldfields Shire

Impacts include all direct, and flow-on supply chain and consumption effects.

Economic Output	Employment (full-time equivalent, FTE)
\$0.334 million	2.95 jobs
Output data represents gross revenue. Under this scenario, for every dollar directly generated, it is estimated that the broader local economy benefits by a further \$1.20 once flow on supply chain and consumption effects are considered.	Employment based in Central Goldfields Shire. Under this scenario, for each direct job a further 0.6 FTE jobs is estimated to be supported across the local economy once flow on supply chain and consumption effects are considered.
Wages and Salaries	Gross Regional Product (GRP)
\$0.149 million	\$0.218 million
Total remuneration. Under this scenario, for every dollar paid in direct wages and salaries in Central Goldfields Shire, it is estimated that the broader local economy benefits by a further \$0.40 once flow on supply chain and consumption effects are considered.	GRP is the total value of final goods and services produced in the region over the period of one year. This includes exports but subtracts imports and does not include intermediate expenditure to avoid double counting.

Disclaimer: All figures, data and commentary presented in this report are based on data sourced from the Australian Bureau of Statistics (ABS). Using ABS datasets and an input / output methodology, industrial economic data estimates for defined geographic regions are generated. This report is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REPLAN does not guarantee the accuracy of data, nor the conclusions drawn from this information. A decision to pursue any action in any way related to the figures, data and commentary presented in this report is wholly the responsibility of the party concerned. REPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any such action and accept no responsibility for the consequences of pursuing any such action.

APPENDIX SIX: BUSINESS SURVEY - RECRUITMENT AND RETENTION OF STAFF IN THE SHIRE

Website link: https://hdp-au-prod-app-goldfields-engage-files.s3.ap-southeast-2.amazonaws.com/4416/5958/1723/Central_Goldfields_Shire_Council_Recruitment_and_Retention_of_Staff_in_the_Shire.pdf

APPENDIX SEVEN: TILT PROJECT WHITEPAPER

Website link: <https://www.centralgoldfields.vic.gov.au/Council/About-Council/Council-Meetings/18-April-2023-Special-Council-Meeting/18-April-2023-Special-Council-Meeting-Agenda>

8.6 GOODS SHED ADVOCACY

Author: Chief Executive Officer

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the response from the State Government to the request that the goods shed at the Maryborough Railway Station be made available for community use.

RECOMMENDATION

That Council note

- 1. the response from the Minister for Public Transport, the Hon Ben Carroll MP, and*
- 2. continue to advocate for the goods shed at the Maryborough Railway Station be made available for community use.*

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Community's Wellbeing

The Community's vision 1. Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities

Initiative: Facilitate and support Council and community led events, programs and activities that focus on building community connections.

BACKGROUND INFORMATION

At the February Ordinary Meeting of Council, Councillor Meddows-Taylor submitted a notice of motion that Council

1. Write to the Hon Jacinta Allan MP, Deputy Premier and Minister for Transport and Infrastructure requesting that the former Goods Shed at Maryborough Railway Station be made available to Council for community purposes and specifically for use by the Maryborough Men's Shed to enable its continued development, including plans to accommodate women within its membership, and that funding be allocated for appropriate fit out for its new purpose.
2. Advise Martha Haylett MP Member for Ripon accordingly and seek her continued advocacy with Government for this to be agreed and implemented.

The rationale provided for the motion was as follows:

1. Maryborough Railway Station is a most significant and valued heritage asset which is not only an operating railway station for passenger and freight services but also is a treasured community and visitor hub.
2. This has been acknowledged by the Victorian Government through investment in its heritage restoration and more recently providing funding for its development to enabling wider use and attraction.
3. The former Goods Shed is an important feature within this heritage complex but is no longer used for its original purpose.
4. Approximately a decade ago the Victorian Government offered the former Goods Shed to Council for community use but despite interest, a definite proposal did not eventuate at that time and the offer lapsed.
5. The Maryborough Men's Shed performs a valued role in our community but its present location does not enable its growth and further development including possible options to include women, and a new location is desirable.
6. The former Goods Shed would be an ideal location for the Men's Shed and this is supported by the Maryborough Men's Shed organisation. It would also be an excellent example of sustainable reuse of this significant heritage asset.
7. The Victorian Men's Shed Program provides funding for Men's Sheds.
8. Several discussions have been held with Martha Haylett MP Member for Ripon and her encouragement is appreciated. Council did include this proposal in its Election advocacy but it was unable to be settled before the Election.

REPORT

The Deputy Premier and Minister for Transport, and Infrastructure, Hon Jacinta Allan MP, forwarded the request to the Hon Ben Carroll MP Minister for Public Transport. The response from the Minister is provided in attachment 1.

The Minister advised that VLine are currently using the goods shed for operational storage, and as such the goods shed cannot be made available for community use at this time.

CONSULTATION/COMMUNICATION

Advocacy for the use of the Maryborough goods shed for community use has been ongoing with State Government representatives.

It has been raised through meetings with MPs and Ministers, and through a direct request to the Minister for Public Transport because of the Council resolution in February 2023.

FINANCIAL & RESOURCE IMPLICATIONS

Refurbishment of the goods shed for community use would need to be explored with the State Government to identify a relevant funding program.

RISK MANAGEMENT

This report addresses Council's strategic risk Property and Assets - Failure to maintain, renew and expand our assets in a timely and robust way, that considers service and delivery needs by making better use of assets in our Shire such as the goods shed.

CONCLUSION

Council wrote to State Government to request that the Maryborough Goods Shed be available for community use.

The response from the Minister for Public Transport advised that it is currently being used by VLine for operations. It is recommended that Council continue to advocate on this issue as the goods shed could be better utilised as a community asset.

ATTACHMENTS

8.7.1 Response from Minister for Public Transport



The Hon Ben Carroll
MP

Minister for Industry and Innovation
Minister for Manufacturing Sovereignty
Minister for Employment
Minister for Public Transport

121 Exhibition Street
Melbourne Victoria 3000 Australia
Telephone: +61 3 9095 4301

Ref: CMIN-1-23-1633

Cr Grace La Vella
Mayor
Central Goldfields Shire Council
PO Box 194
MARYBOROUGH VIC 3465
grace.lavella@cgoldshire.vic.gov.au

Dear Mayor,

Thank you for your correspondence to the Deputy Premier, the Hon Jacinta Allan MP, regarding Maryborough station goods shed. As the matter falls within my portfolio responsibilities, it has been referred to me for response.

I acknowledge your request for the goods shed at Maryborough station to be made available to Central Goldfields Shire Council for community purposes.

The goods shed at Maryborough is an asset maintained by V/Line. V/Line have advised that the goods shed is currently used for operational purposes and for the storage of materials. I regret to advise that V/Line is unable to approve community usage of the shed at this stage.

I trust this information is of use. Thank you for raising this

matter. Yours sincerely

A handwritten signature in blue ink that reads "Ben Carroll".

The Hon Ben Carroll MP
Minister for Industry and Innovation
Minister for Manufacturing Sovereignty
Minister for Employment
Minister for Public

Transport Date:



8.7 2023 COMMUNITY SATISFACTION SURVEY RESULTS

Author: Manager Community Engagement

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide an analysis of the Community Satisfaction Survey results for Council for 2022.

For this year's results we moved to a quarterly data collection in line with best practice and to alleviate risks associated with seasonality factors which can skew satisfaction results.

RECOMMENDATION

That Council:

1. note the results for the Community Satisfaction Survey 2023 Central Goldfields Shire Council and receive a report at the June Council meeting.
2. make the Community Satisfaction Survey available on Council's website

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Good planning, governance, and service delivery

The Community Satisfaction Survey is undertaken annually to provide indicators for Council's performance in key areas.

The survey is mandated in the Victorian Local Government Act 2020 and reported on in Council's Annual Report.

BACKGROUND INFORMATION

Each year Local Government Victoria (LGV) coordinates the Statewide Local Government Community Satisfaction Survey with all participating local councils.

While participation in the survey is not mandatory, it is the most cost-effective way for local councils to collate the information mandated under the Victorian Local Government Act 2020 including key performance indicators on a broad range of services, programs, and infrastructure.

For the Customer Satisfaction Survey for 2022 (reported on in 2023), Council decided to ask the following questions:

- Overall performance (required)
- Value for money (required)
- Overall Council direction (required)
- Customer service (required)
- Appearance of public areas (voluntary)
- Waste management (required)
- Informing the community (required)
- Consultation and engagement (required)
- Community decisions (required)
- Lobbying (voluntary)
- Sealed local roads (required)

Council can change which questions they include in their survey year on year.

JWS, who undertake the survey, presented insights to Council at a Briefing meeting on Central Goldfields Shire and sector wide results.

REPORT

The following section presents and analyses the community satisfaction survey results with suggested next steps for ongoing improvements in satisfaction:

Survey participants

Out of the 400 people surveyed, the following key cohorts were represented:

- 248 people were aged 65 years and older
- 85 people were aged 50-64 years
- 37 people were aged 35-49 years
- 31 people aged 18-34 years

The timing of survey phone calls was late January 2022 through to February 2023.

Context

Council results must be understood in the context of an overall, state-wide decline in satisfaction with local government.

As highlighted by Metropolis Research, the average satisfaction with local government across Victoria has declined by 4.6% in this year's results.

Overall performance

The council's overall performance result remains consistent with previous years at 52 (1 point down from previous year).

By comparison the overall performance for small rural is 55 (down 3 points) and the state-wide result is 56 (also down 3 points).

The highest score for overall performance was from people aged 65+ and the lowest score was given by residents aged 50-64 (similar to last year).

On the upside	On the downside
Aged 65+ years rate overall performance highest at 55	Residents aged 50-64 years rated it at 46

Value for money

The council's value for money score dropped two points to 47. The value for money scores state-wide decreased by 4 points to 49 and for Small Rural councils by 2 points to 49.

The highest score was from residents aged over 65 and the lowest score was from those aged 50-64 which saw a significant drop from 43 to 36.

On the upside	On the downside
More than a third of Council residents (32%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good'	This is similar to the proportion who rate the value for money as 'very poor' or 'poor' (33%)

Overall council direction

The overall council direction score was down a further 3 points to 48 but is now higher than the small rural average of (47) and higher than the state-wide average (46).

On the upside	On the downside
The most satisfied with Council direction are women and residents aged 65 years and over	The least satisfied with Council direction are residents aged 50 to 64 years

Customer service

The customer service result improved by 3 points to 61 against a trend for small rural and statewide which were both down from previous years, closing the gap between our result and these averages.

More than 6 in 10 Council residents (57%) have had contact with Council in the last 12 months, which is consistent with previous years, although a significant drop in contact with council by 35-49 year olds (52% down 22 percent from last year)

On the upside	On the downside
3 point improvement from last year	Not yet restored to the 2019/2020 highs of 73

Appearance of public areas

The council's overall score on the appearance of public areas is 67 which is a drop of 4 points from last year, but still one of our higher performing areas. The result is in line with the State Average but lower than the average for other small rural shires (71), which dropped 4 points and 2 points. The decrease in satisfaction in this area was from women with a decrease of 6 points.

On the upside	On the downside
This is Council's highest performing area.	A drop of 4 points overall and 6 points by women.

Waste management

The waste management score of 65 is one point up from last year and one point lower than both the statewide and small rural scores which both dropped by two points closing the gap.

The highest score was from 65+ years and the lowest from residents aged 35-49 years.

On the upside	On the downside
Residents aged 65 years and over (index score of 69) and men rate Council higher than the average	Residents aged 65 years and over dropped their rating by one point.

Informing the community

The informing the community score (56) dropped by 2 points and is 1 point below the State average and 1 point below the average of small rural councils, scores for both of these dropped 1 and 2 points respectively.

Consultation and engagement

The consultation and engagement score remain at 51 which is 2 points below the State Average and 1 point below other small rural councils. These averages dropped by 2 and 1 points respectively.

The highest score is again from people aged 65+ (who are the target audience for the Maryborough District Advertiser where Council provides a weekly update and news stories) and the lowest from people aged 50-64. There was an increase in satisfaction from men of 4 points and a decrease from women of 5 points.

Community decisions in the interest of the community

The community decisions result (49) was one point lower than last year, and 2 points lower than the state average and 3 points lower than small rural.

These averages dropped 3 and 2 points respectively reducing the gap.

The highest score is from residents aged 65+ with an increase of 2 points and the lowest from 18-34-year-olds which dropped 4 points.

Lobbying

The overall score for lobbying (48) dropped by 2 points as did the state and small rural averages (52 and 54 respectively).

The highest score was for residents 18-34 with an increase in 5 points, while the score for 50-64-year-olds dropped by 4 points.

Sealed local roads.

The sealed roads result of 38 is down from 45 and lower than the small rural (44) and state-wide (48) averages.

People aged 50-64 rated sealed roads as 28, down 10 points from last year, and 18-34-year-olds also marked sealed local roads down 10 points to 32.

These scores will be a result of the damage done by the floods in October 2022, and we would expect improvements in next year's scores once the roads are repaired.

CONSULTATION/COMMUNICATION

The survey is conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Central Goldfields Shire Council.

The survey sample is designed to match the demographic profile of Central Goldfields Shire Council as determined by the most recent ABS population estimates and includes up to 40% mobile phone numbers to cater to the diversity of residents within Central Goldfields Shire Council (particularly younger people).

FINANCIAL & RESOURCE IMPLICATIONS

There are no financial or resource implications relevant to this report.

RISK MANAGEMENT

This report addresses Council's strategic risk Community engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making by eliciting feedback on performance to guide continuous improvement.

CONCLUSION

The Community Satisfaction Survey is conducted annually as mandated under the Victorian Local Government Act 2020.

The survey results for 2022 (reported in 2023) for Central Goldfields Shire Council are generally lower than last year's results. Results are lower across most measures for both the statewide and small rural also.

ATTACHMENTS

8.7.1 Community Satisfaction Survey 2023 Central Goldfields Shire Council

2023 Local Government Community Satisfaction Survey

Central Goldfields Shire Council

Coordinated by the Department of
Government Services on behalf of
Victorian councils



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Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-fourth year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 24 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 24 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

Key findings and recommendations



Central Goldfields Shire Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Central Goldfields 52



Small Rural 55



State-wide 56

Council performance compared to group average

Top performing areas		
	Appearance of public areas	▼ lower
	Waste management	= on par
Lowest performing area		
	Sealed local roads	▼ lower
	Customer service	= on par



Summary of core measures

Index scores

Overall Performance

Value for money

Community Consultation

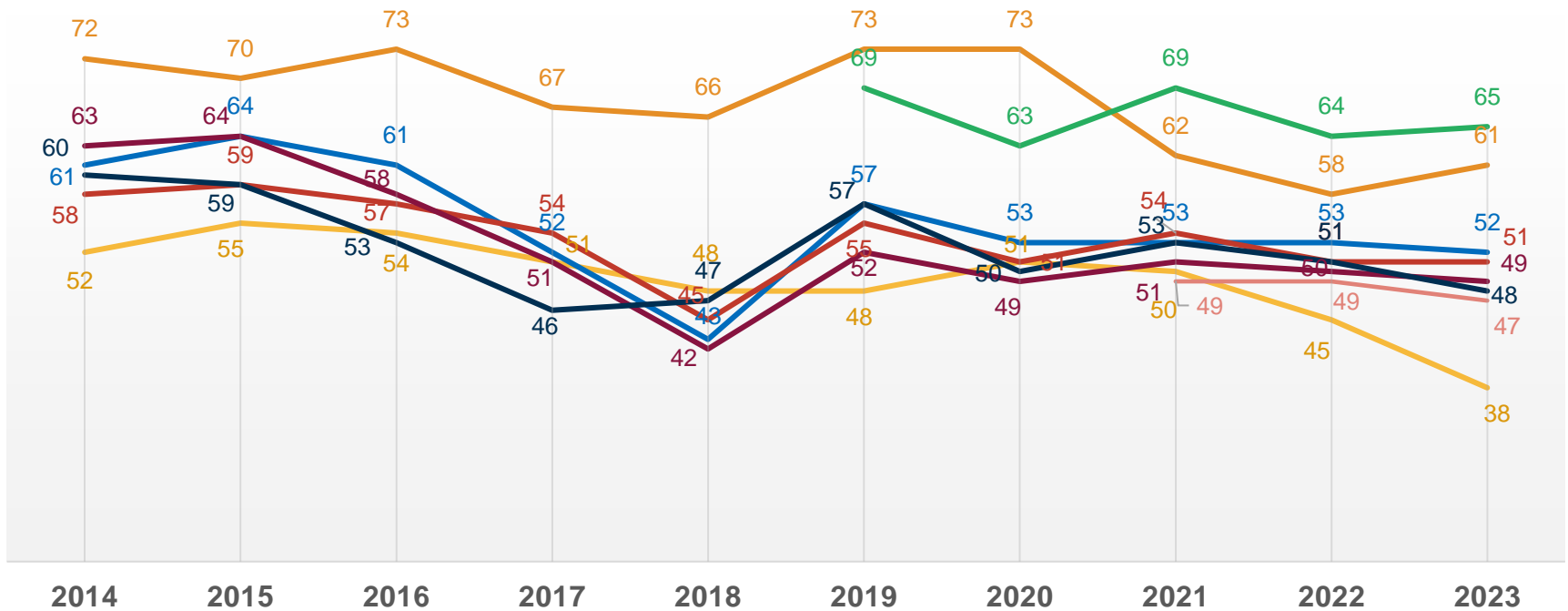
Making Community Decisions

Sealed Local Roads

Waste management

Customer Service

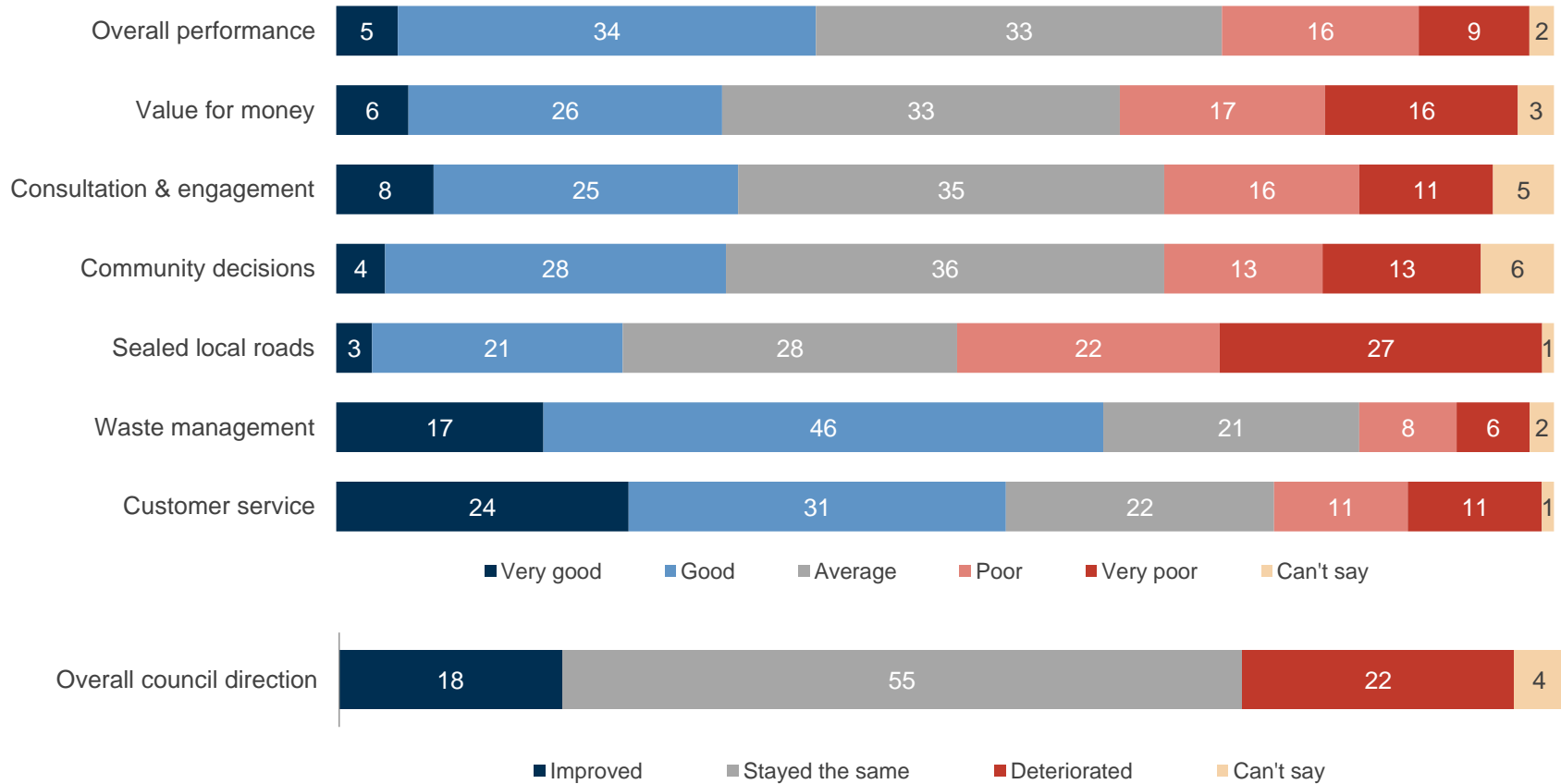
Overall Council Direction





Summary of core measures












Core measures summary results (%)



27 June 2023 Council Meeting



Summary of Central Goldfields Shire Council performance

Services	Central Goldfields 2023	Central Goldfields 2022	Small Rural 2023	State-wide 2023	Highest score	Lowest score
 Overall performance	52	53	55	56	Aged 65+ years	Aged 50-64 years
 Value for money	47	49	49	49	Aged 65+ years	Aged 50-64 years
 Overall council direction	48	51	47	46	Aged 65+ years	Aged 50-64 years
 Customer service	61	58	65	67	Aged 35-49 years	Aged 50-64 years
 Appearance of public areas	67	71	71	67	Aged 65+ years	Aged 50-64 years
 Waste management	65	64	66	66	Men, Aged 65+ years	Aged 35-49 years
 Informing the community	56	58	58	57	Aged 65+ years	Aged 50-64 years
 Consultation & engagement	51	51	53	52	Aged 65+ years	Aged 50-64 years
 Community decisions	49	50	52	51	Aged 65+ years	Aged 18-49 years
 Lobbying	48	50	52	51	Aged 18-34 years	Aged 50-64 years
 Sealed local roads	38	45	44	48	Aged 65+ years	Aged 50-64 years

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Focus areas for the next 12 months

Overview

Perceptions of Central Goldfields Shire Council's overall performance have not changed significantly since 2020, but remain lower than the higher ratings seen in 2019 and between the years 2014 to 2016. On most service areas evaluated, ratings have largely remained similar to last year. The exception is the appearance of public areas and sealed local roads, where perceptions decreased significantly this year.

Focus areas

As the lowest performing area, sealed local roads should be Council's primary area of focus. Council should also look to improve residents' perceptions of the two related areas of lobbying and making decisions in the interest of the community, where it performs relatively lower. Good communication and transparency with residents in Council decision making provide an opportunity to drive up opinion of Council's performance here.

Comparison to state and area grouping

Council performs in line with the Small Rural group and State-wide averages for councils in the service areas of waste management, informing the community, and consultation and engagement. On all other service areas, Council's performance is significantly lower than the Small Rural group average for councils. Council performs significantly lower than the State-wide average for councils on lobbying and sealed local roads.

Opportunity to engage with residents

Endeavours should be made to continue to improve customer service. A declining trend in perceptions of customer service has been abated, however ratings remain lower than historical ratings providing evidence that Council can be viewed more positively here. In addition, residents aged 50 to 64 years old have a higher level of contact with Council and are consistently the most critical of Council performance. Attention should be paid to interactions with this cohort over the coming year.

DETAILED FINDINGS

Overall performance



Overall performance

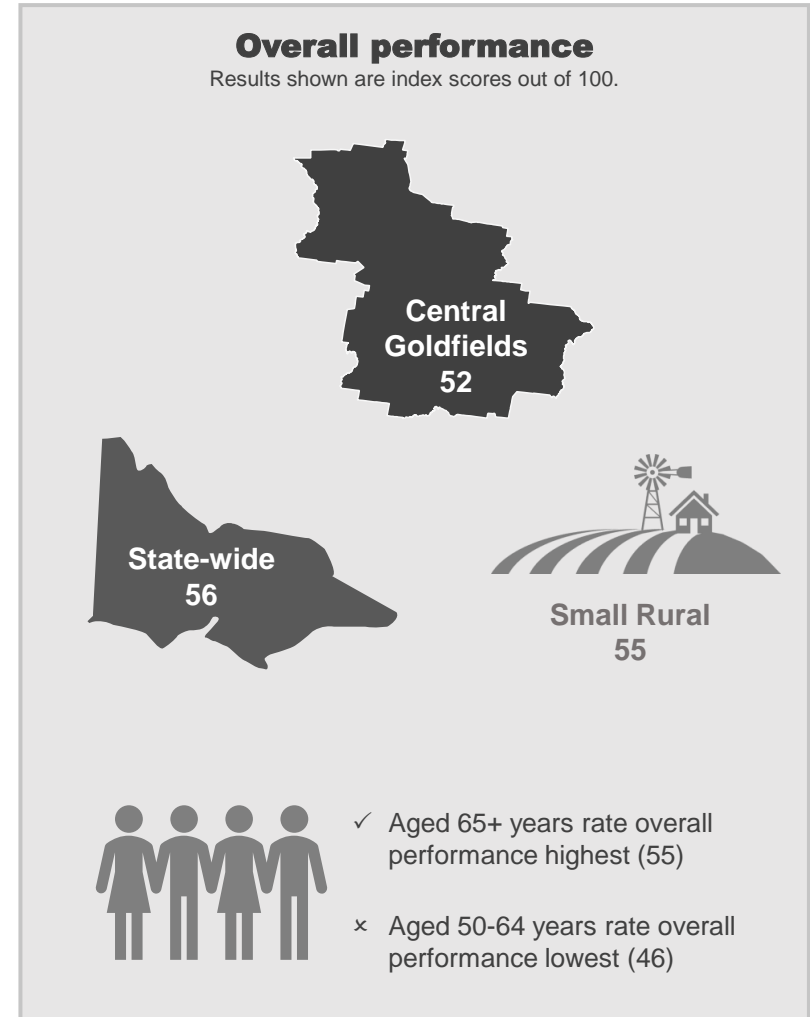
The overall performance index score of 52 for Central Goldfields Shire Council has remained relatively stable for three years. The current rating is however lower than the ratings seen in 2019 and in the years 2014 to 2016.

- Council's overall performance is rated statistically significantly lower (at the 95% confidence interval) than the Small Rural group and State-wide council averages (index scores of 55 and 56 respectively).

Performance ratings across each of the demographic cohorts evaluated are not significantly different from the Council average.

Close to a third of Council residents (32%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'good' or 'very good'. This is similar to the number of residents who rate the value for money as 'poor' or 'very poor' and those who rate it as 'average' (both 33%).

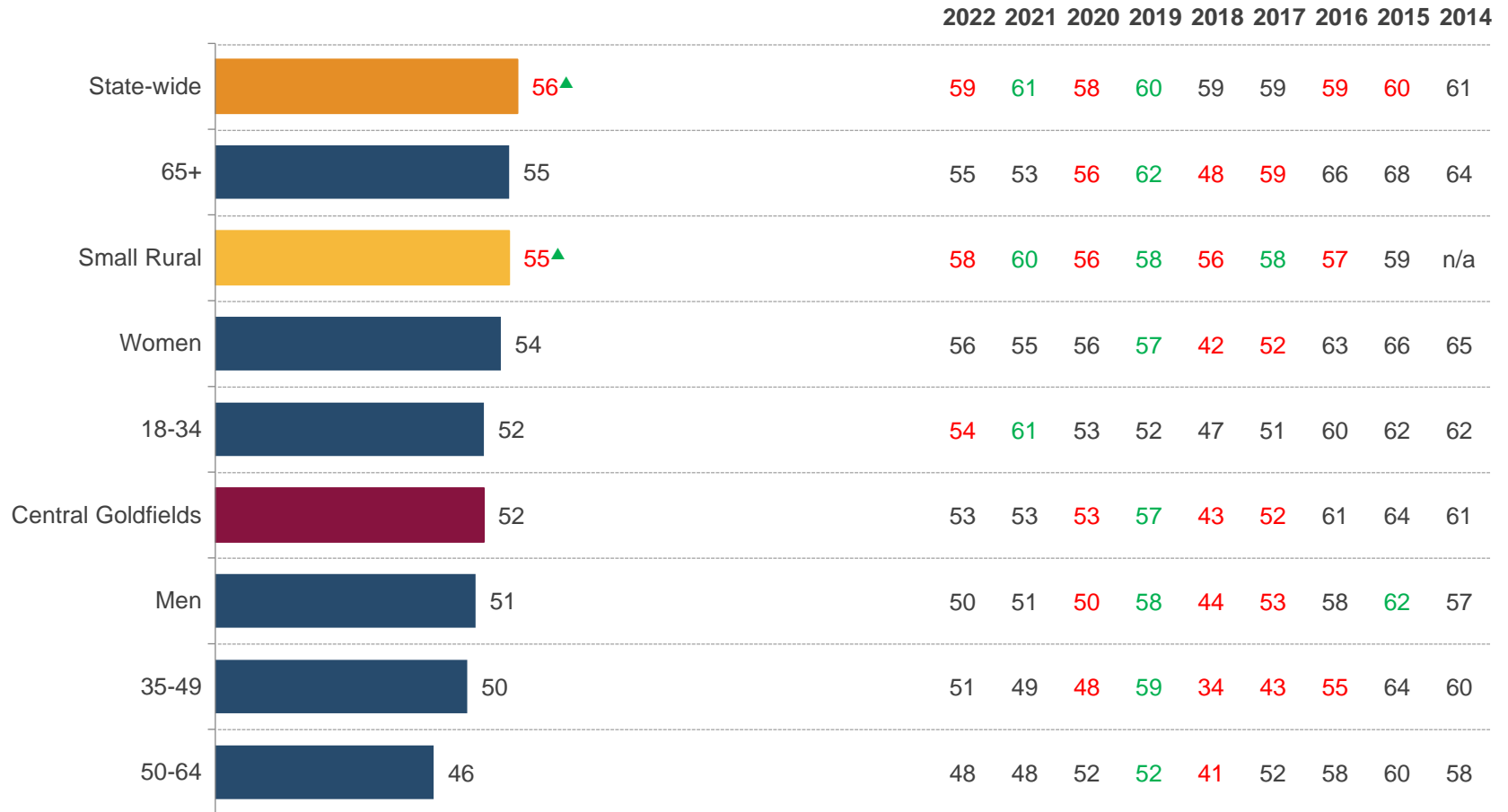
- Perceptions of value for money in services and infrastructure are significantly higher than the Council average (index score of 47) among residents aged 65 years and over (52), and significantly lower than the average among residents aged 50 to 64 years (36).





Overall performance

2023 overall performance (index scores)

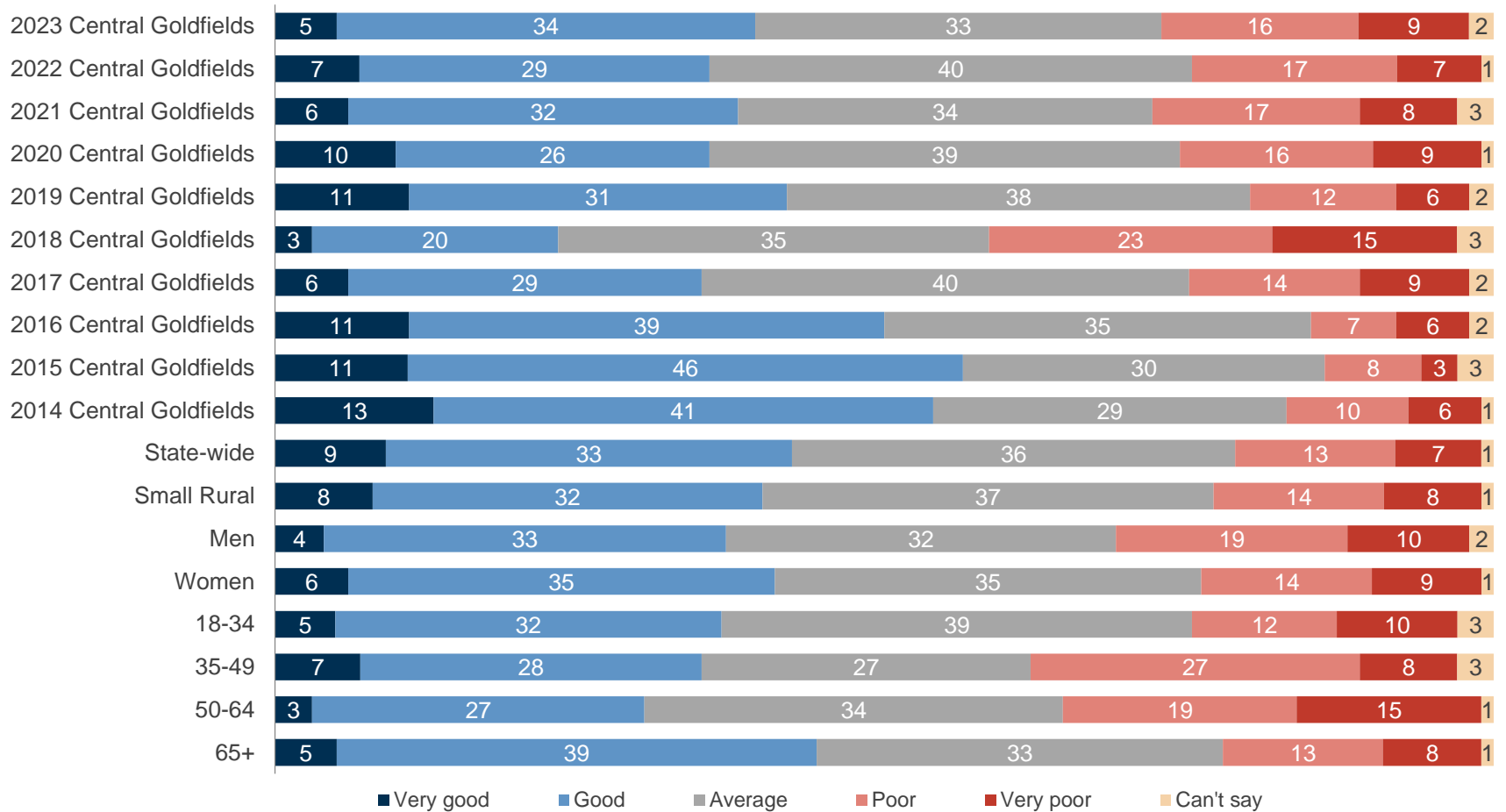


Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Central Goldfields Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.



Overall performance

2023 overall performance (%)



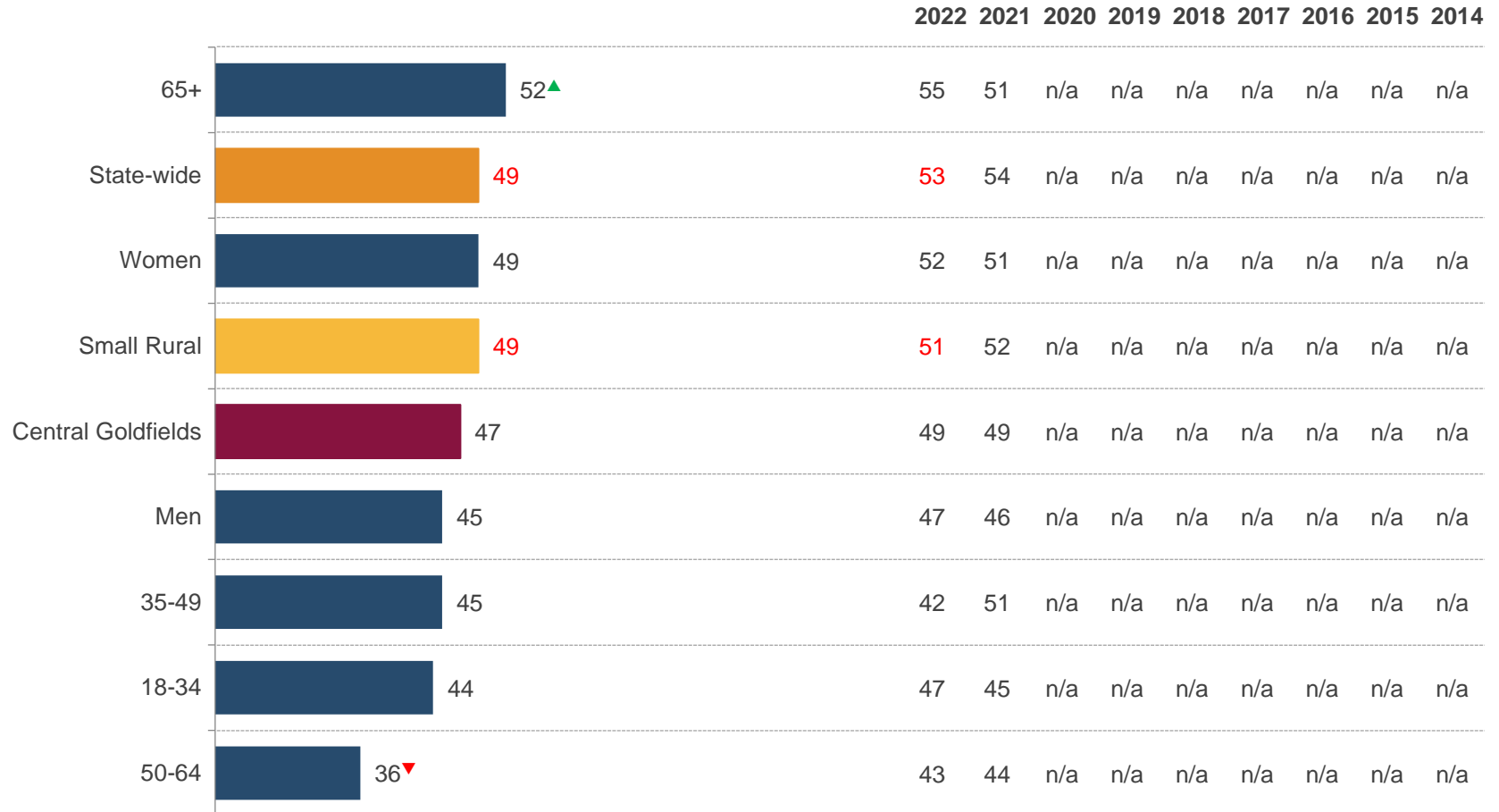
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Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Central Goldfields Shire Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19



Value for money in services and infrastructure

2023 value for money (index scores)



Q3b. How would you rate Central Goldfields Shire Council at providing good value for money in infrastructure and services provided to your community?

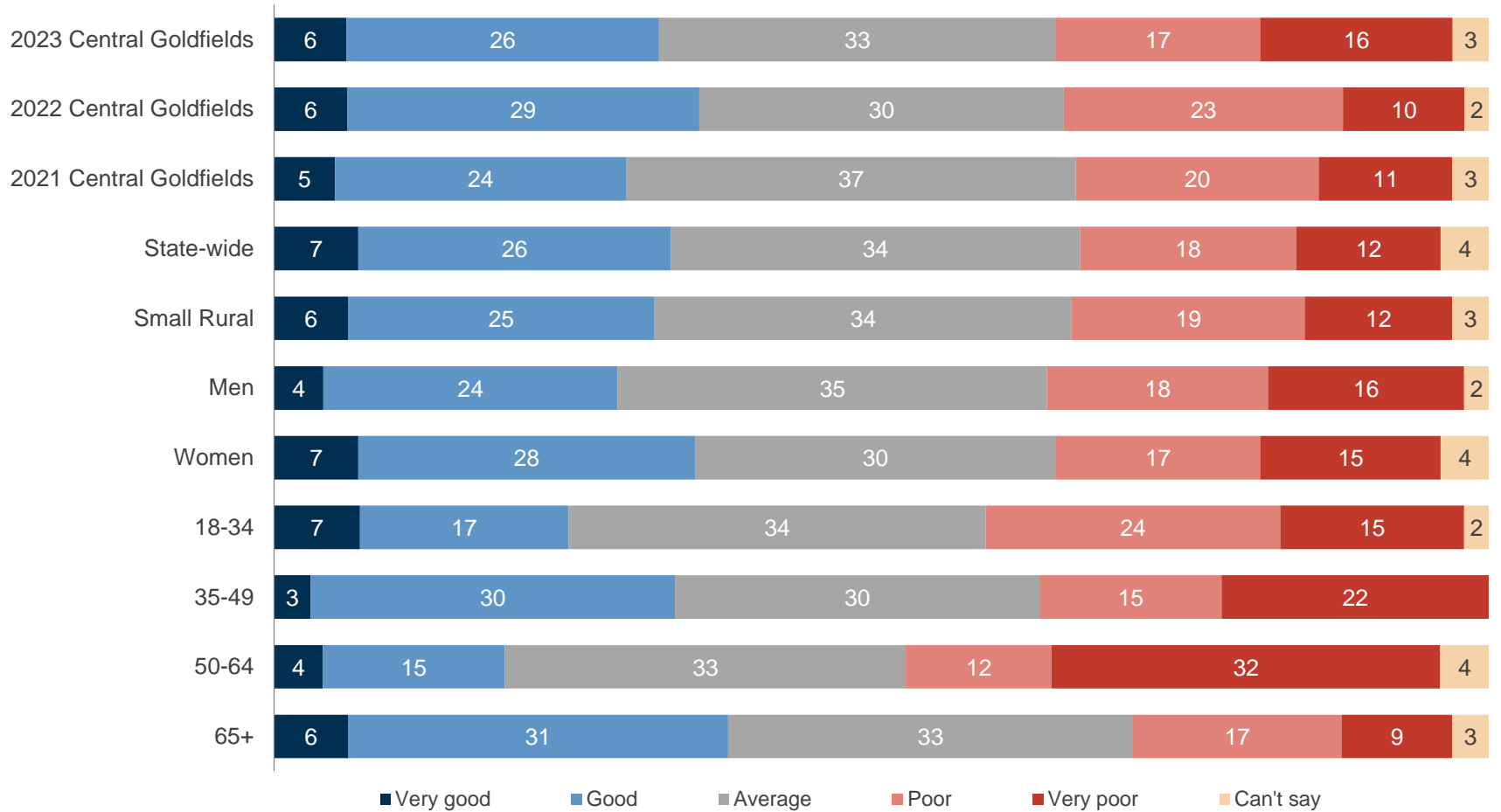
Base: All respondents. Councils asked State-wide: 65 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Value for money in services and infrastructure

2023 value for money (%)



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Q3b. How would you rate Central Goldfields Shire Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked State-wide: 65 Councils asked group: 19



Top performing service areas

Appearance of public areas (index score of 67) is the area where Council performed best in 2023.

Perceptions, however, are significantly lower than those seen last year (down four index points) and at their lowest level recorded (across the four years where this service area has been measured).

- Council performs significantly lower than the Small Rural group average (index score of 71) and in line with the State-wide average (67) in this service area.
- Women's perceptions of Council's performance in this service area have decreased significantly this year (67, down six points from 2022).

Waste management is Council's next highest rated service area (index score of 65), although it has not recovered from the decline experienced last year. Notably, waste management is rated in line with the Small Rural group and State-wide averages for councils (both 66).

- Perceptions of Council's performance on waste management have improved significantly this year among residents aged 18 to 34 years (up 12 index points).



Appearance of public areas (index score of 67) is the area where Council performed best in 2023.



Low performing service areas



Council rates lowest – relative to its performance in other areas – in the area of sealed local roads (index score of 38).

The service area that received the lowest rating by Council residents is sealed local roads (index score of 38). This rating is significantly lower this year (down seven points on 2022) and is the lowest rating to have been recorded in 10 years.

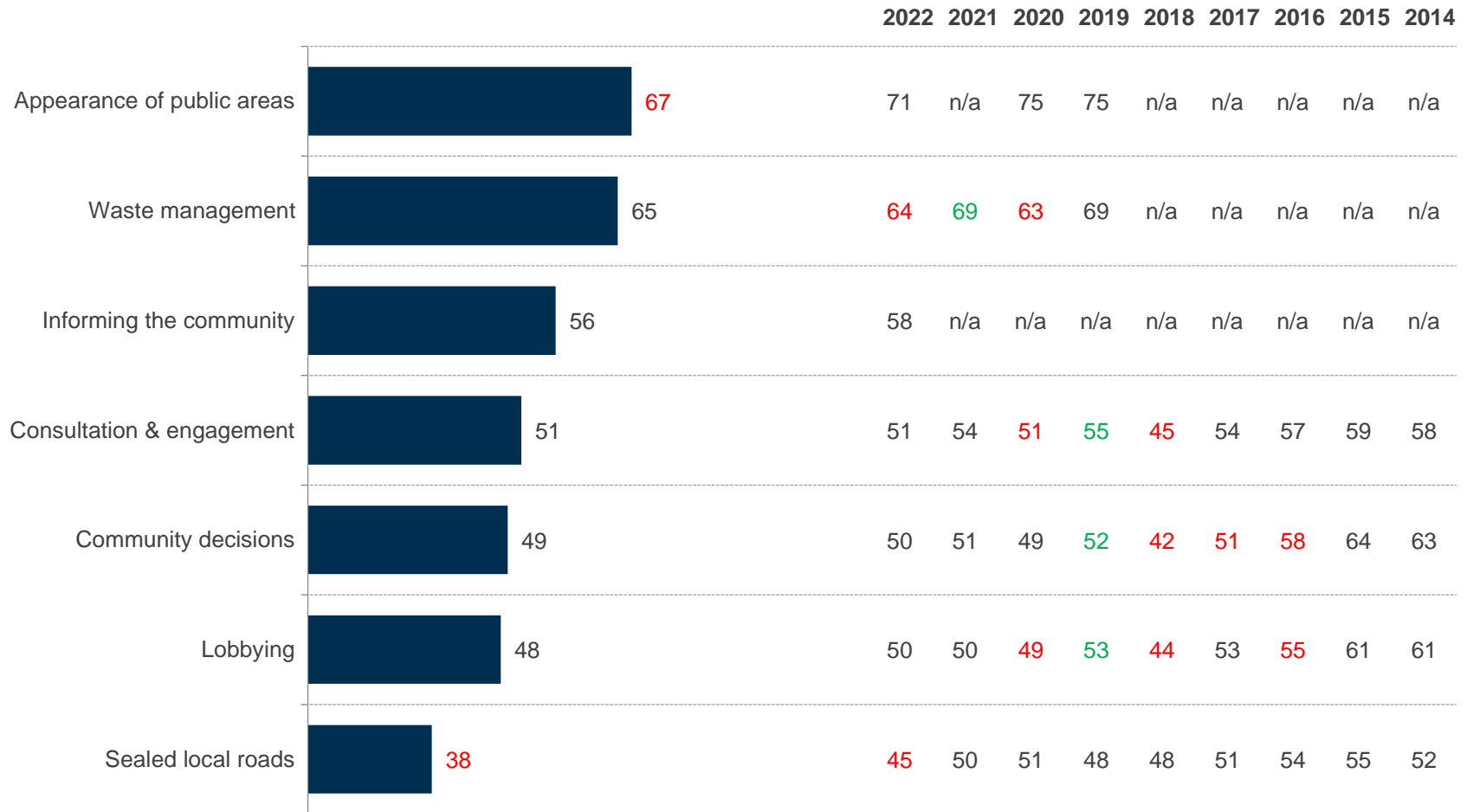
- It is also significantly lower than the Small Rural group and State-wide averages (index scores of 44 and 48 respectively).
- Council residents aged 65 years and over (index score of 45) rate this service area significantly higher than average, while those aged between 50 and 64 years (index score of 28) rate it significantly lower than average.
- Two in 10 Council residents (20%) volunteer sealed road maintenance as the Council area most in need of improvement.

Lobbying, and decisions made in the interest of the community, are Council's next lowest areas of service (index scores of 48 and 49 respectively). Council performs significantly lower than the Small Rural group averages for councils in these service areas (both index scores of 52).



Individual service area performance

2023 individual service area performance (index scores)

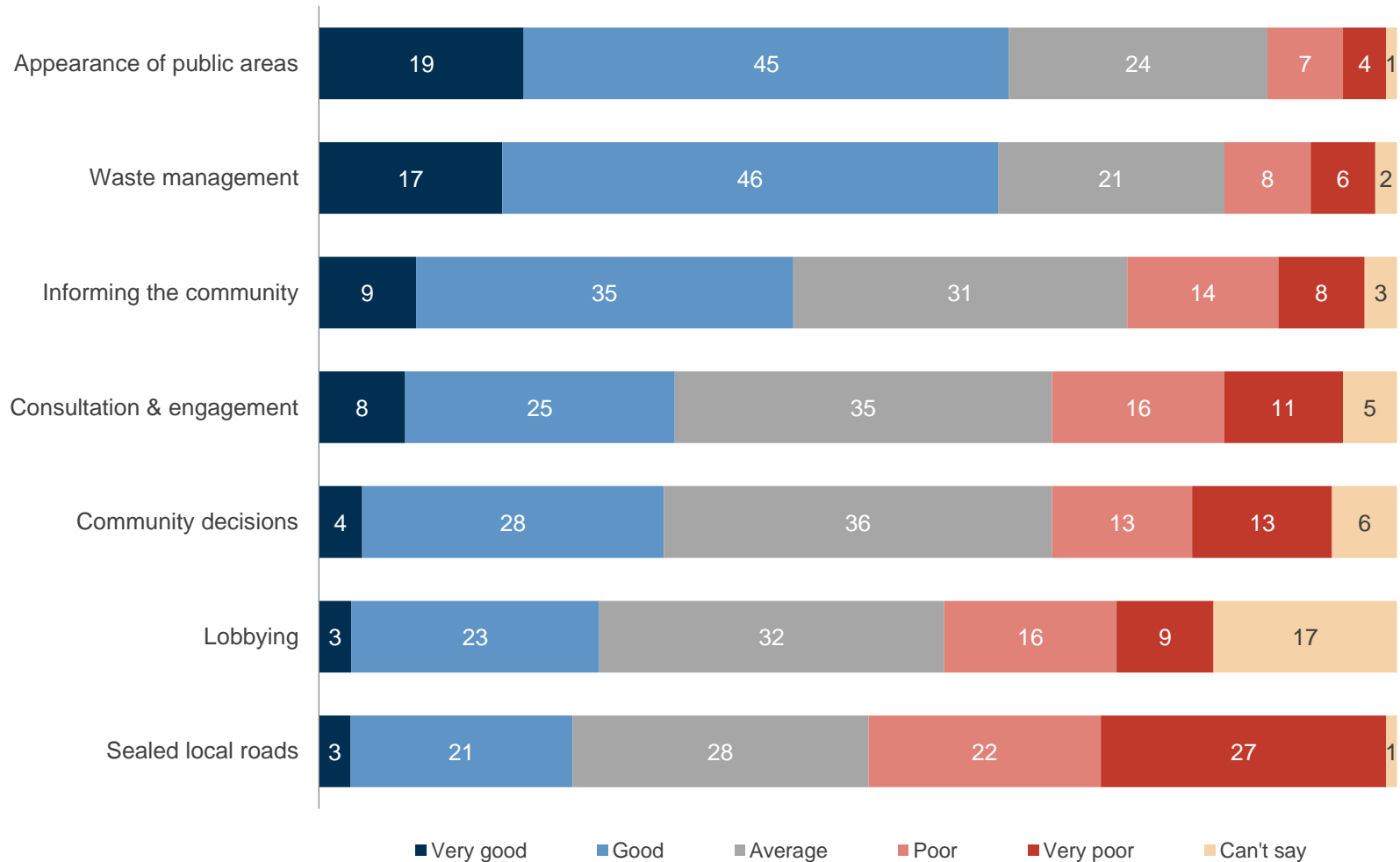


Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.



Individual service area performance

2023 individual service area performance (%)



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Areas for improvement

2023 areas for improvement (%)
 - Top mentions only -



Customer service



Contact with council and customer service

Contact with council

Close to six in 10 Council residents (57%) have had contact with Council in the last 12 months. Rate of contact over the past decade has been relatively stable.

- Rate of contact is significantly lower than the Small Rural group and State-wide averages for councils (66% and 62% respectively).
- Rate of contact has decreased significantly this year among residents aged 35 to 49 years (52%, down 22 percentage points on 2022).



Among those residents who have had contact with Council, 55% provide a positive customer service rating of 'very good' or 'good', including 24% of residents who rate Council's customer service as 'very good'.

Customer service

Council's customer service index of 61 has improved slightly, but remains lower than historical ratings.

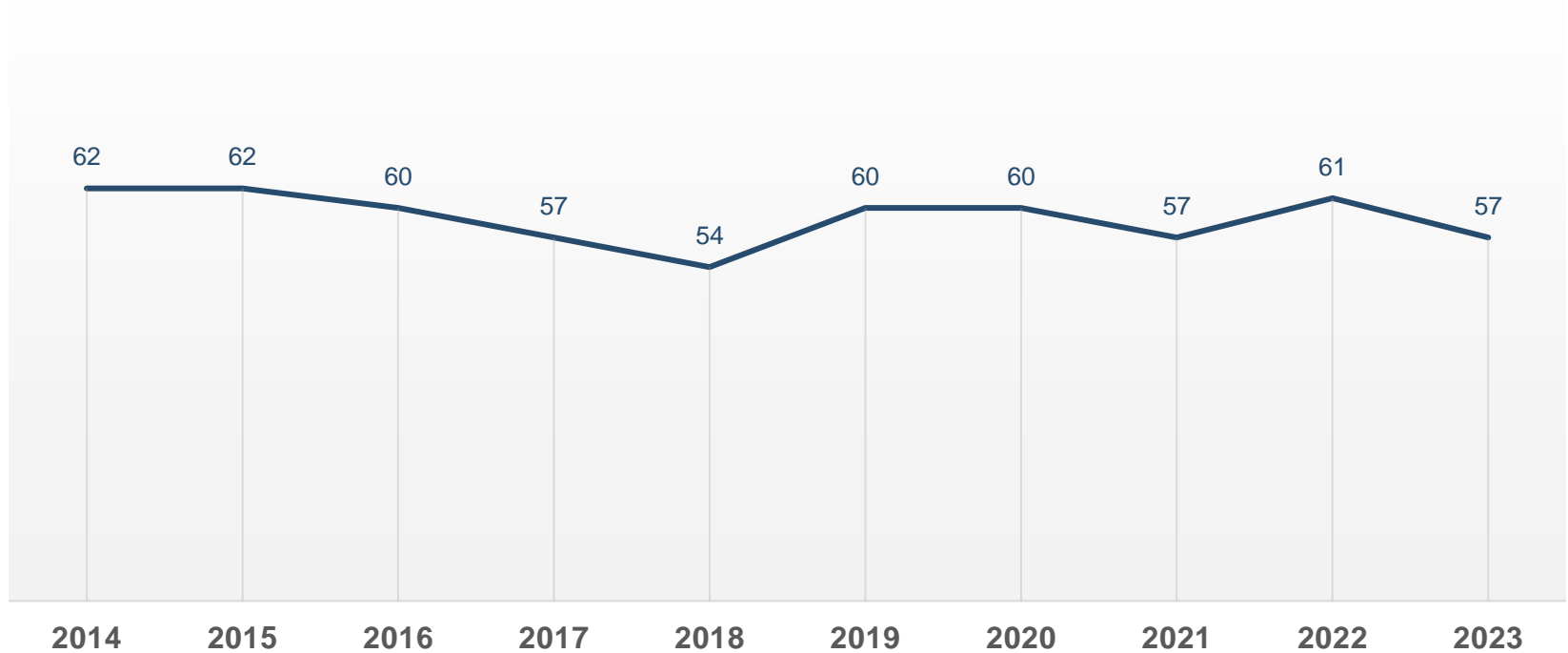
- Customer service is rated in line with the Small Rural group average for councils (index score of 65) and significantly lower than the State-wide average for councils (67).
- Ratings among Council residents aged 50 to 64 years (49) are significantly lower than the Council average.

Among those residents who have had contact with Council, over half (55%) provide a positive customer service rating of 'very good' or 'good', far more than the two in 10 (22%) rate the customer service as 'poor' or 'very poor'.



Contact with council

2023 contact with council (%)
Have had contact



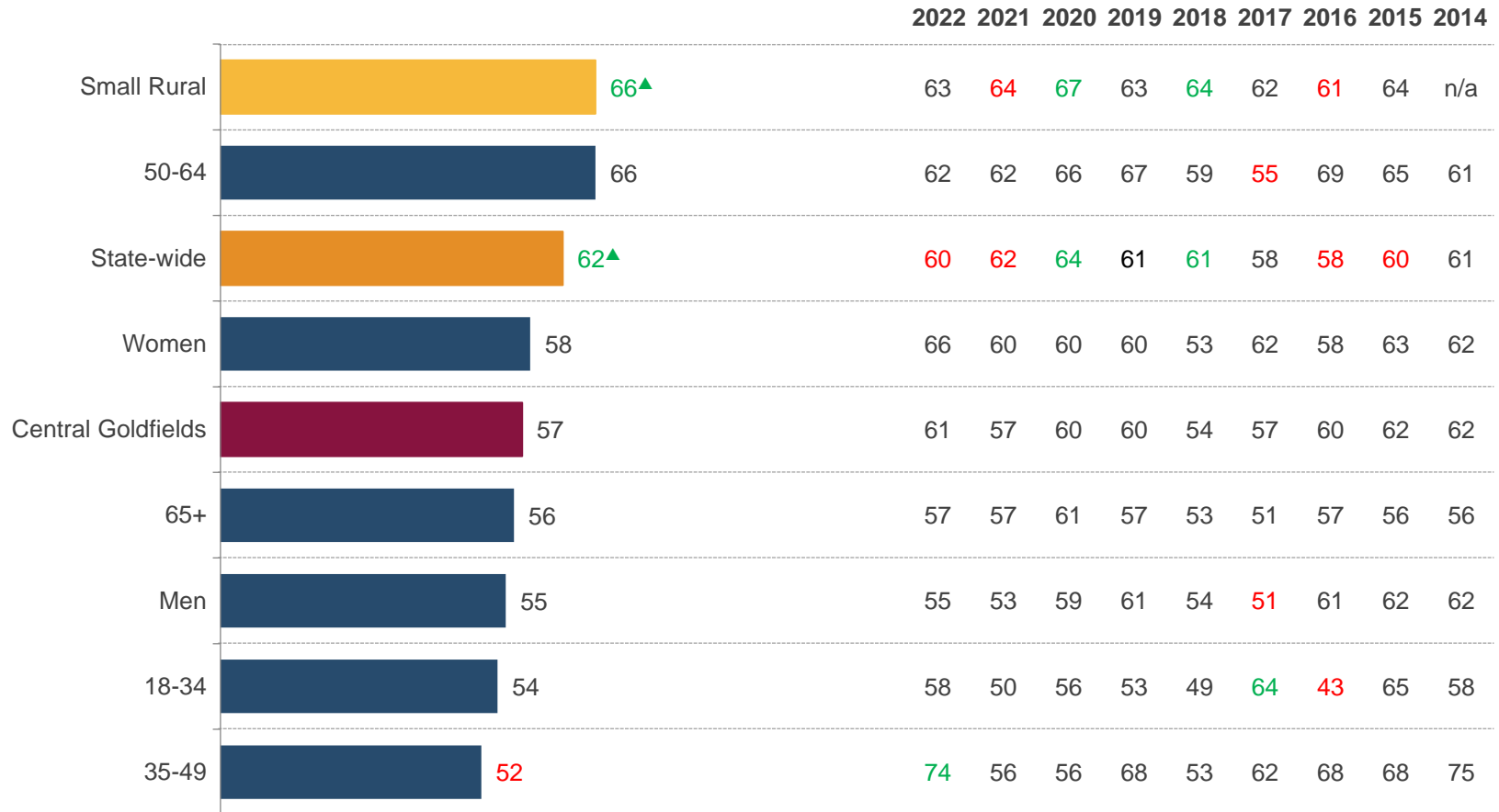
Q5. Over the last 12 months, have you or any member of your household had any contact with Central Goldfields Shire Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked State-wide: 41 Councils asked group: 16



Contact with council

2023 contact with council (%)



Q5. Over the last 12 months, have you or any member of your household had any contact with Central Goldfields Shire Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

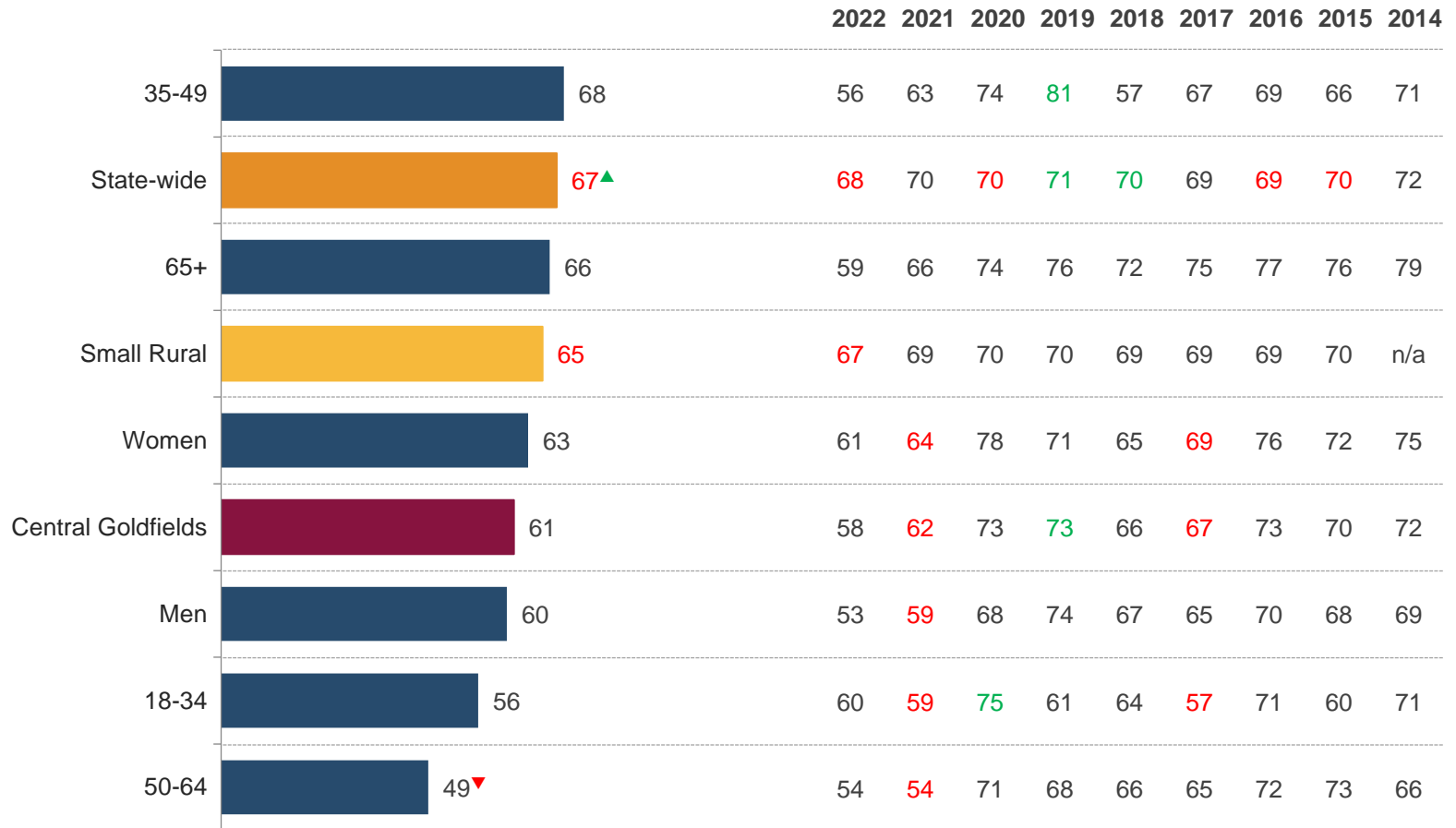
Base: All respondents. Councils asked State-wide: 41 Councils asked group: 16

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2023 customer service rating (index scores)



Q5c. Thinking of the most recent contact, how would you rate Central Goldfields Shire Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

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Base: All respondents who have had contact with Council in the last 12 months.

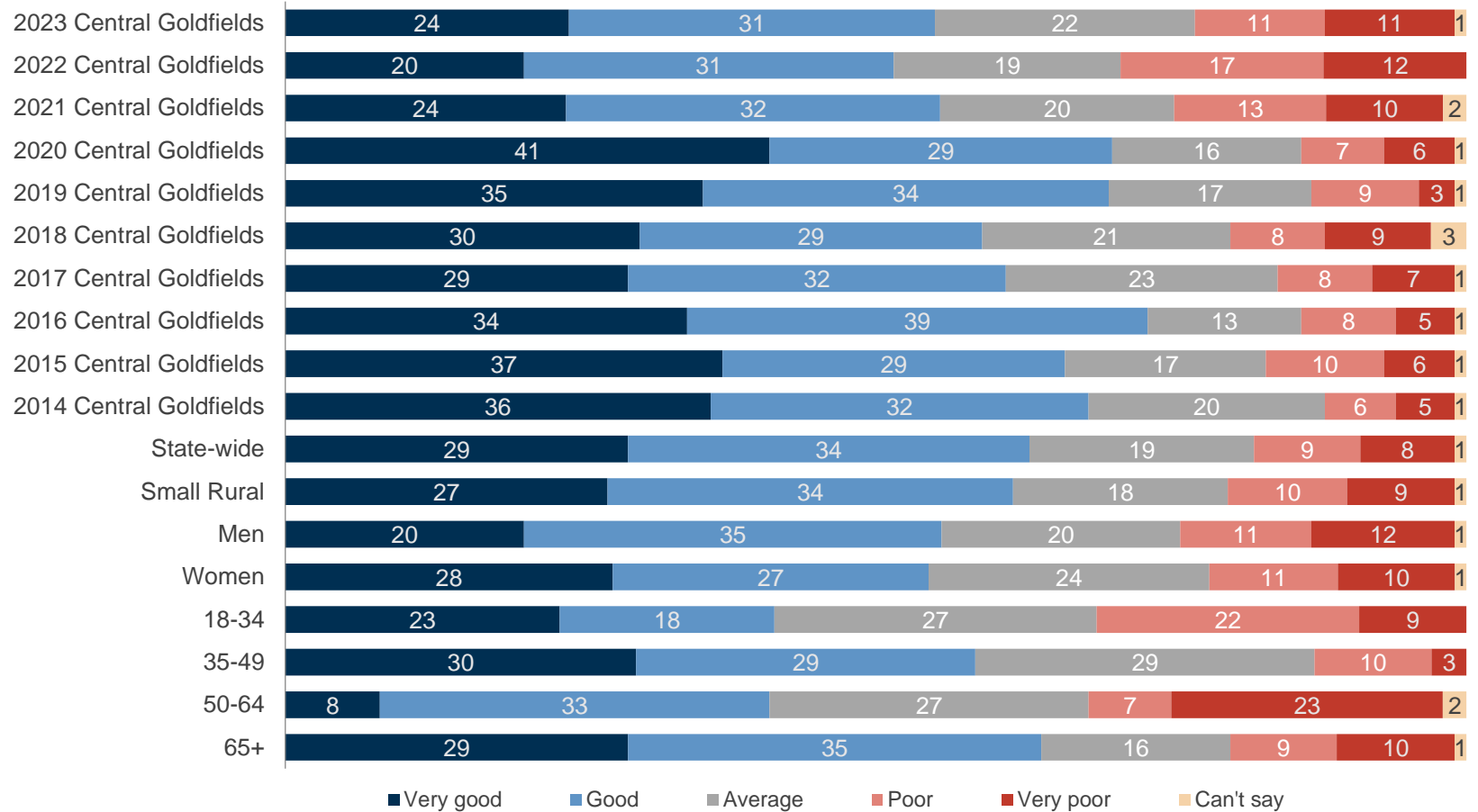
Councils asked State-wide: 66 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.



Customer service rating

2023 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Central Goldfields Shire Council for customer service? Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.
Councils asked State-wide: 66 Councils asked group: 19

Communication



Communication

Newsletters sent via mail (29%) and advertising in a local newspaper (28%) continue to be the preferred forms of communication from Council about news and information and upcoming events.

Advertising in a local newspaper has seen the greatest change (seven percentage points up) since 2022.

Council newsletters via email (11%) are the next biggest change; going down six percentage points since 2022. A newsletter via email has now been pushed down to the fourth preferred form of communication from Council, just behind social media (13%).

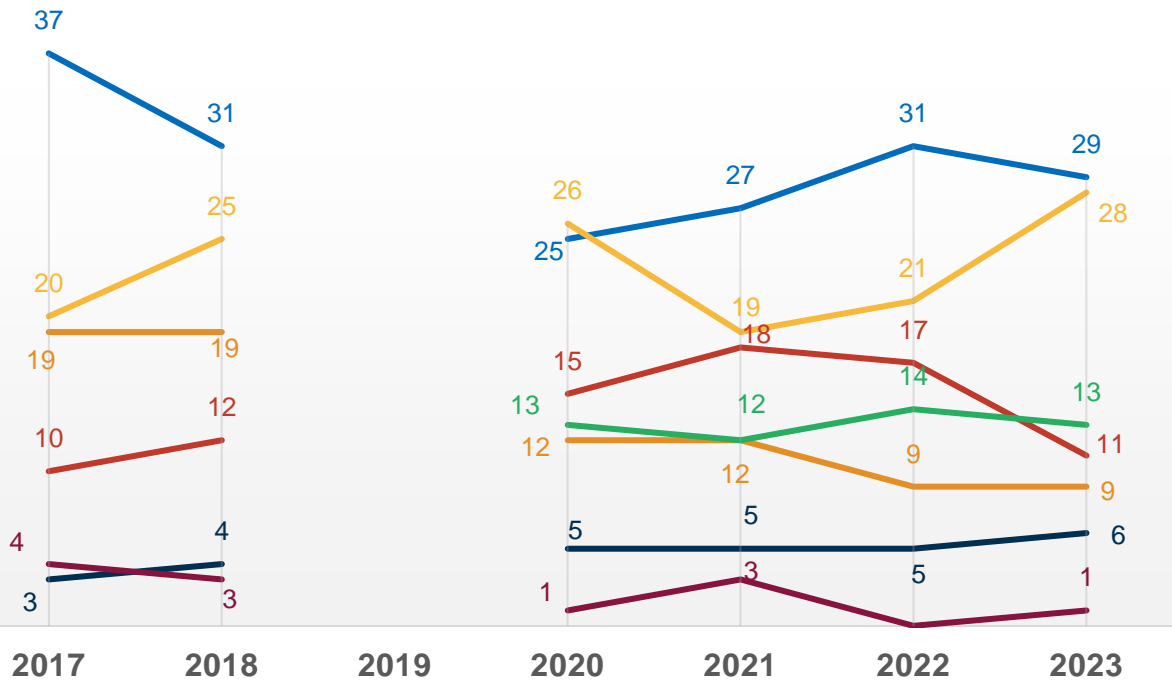
- Among residents aged under 50 years, Council newsletters sent via mail (31%) continue to be the preferred form of communication, closely followed by social media (26%).
- Among residents aged over 50 years, advertising in a local newspaper (36%, up 11 percentage points on 2022) has overtaken Council newsletters via mail (28%) as the preferred form of communication.





Best form of communication

2023 best form of communication (%)

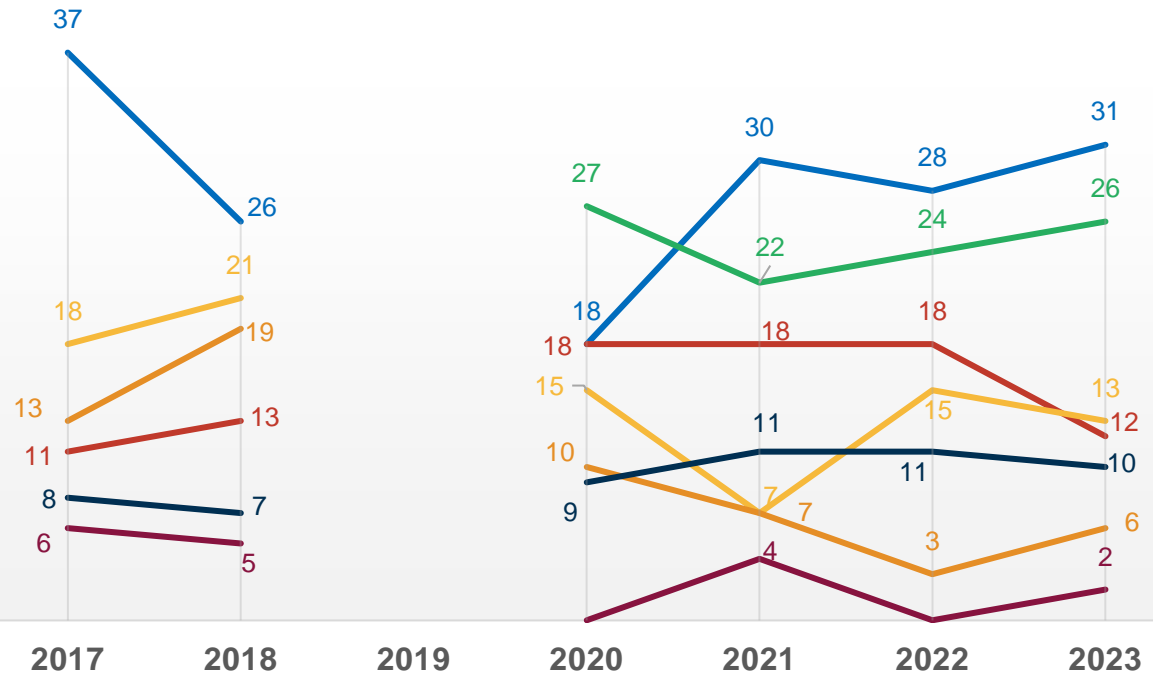


Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents. Councils asked State-wide: 40 Councils asked group: 11
 Note: 'Social Media' was included in 2019.



Best form of communication: under 50s

2023 under 50s best form of communication (%)

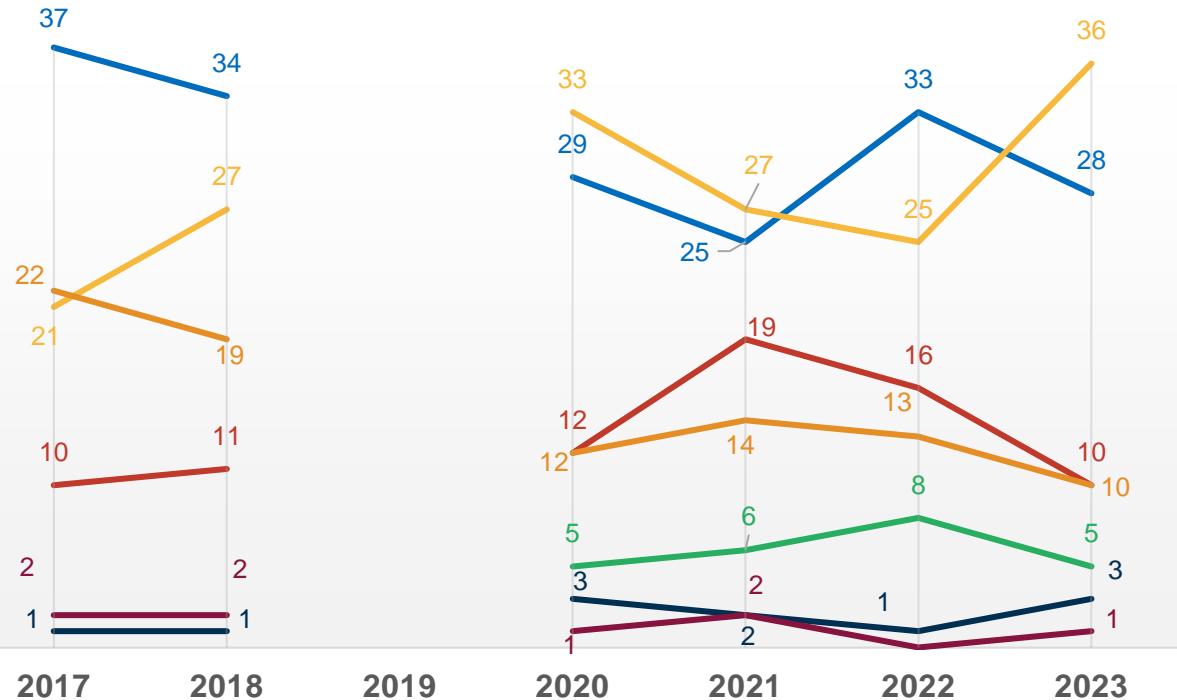


Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged under 50. Councils asked State-wide: 40 Councils asked group: 11
 Note: 'Social Media' was included in 2019.



Best form of communication: over 50s

2023 over 50s best form of communication (%)



Q13. If Central Goldfields Shire Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged over 50. Councils asked State-wide: 40 Councils asked group: 11
 Note: 'Social Media' was included in 2019.

Council direction

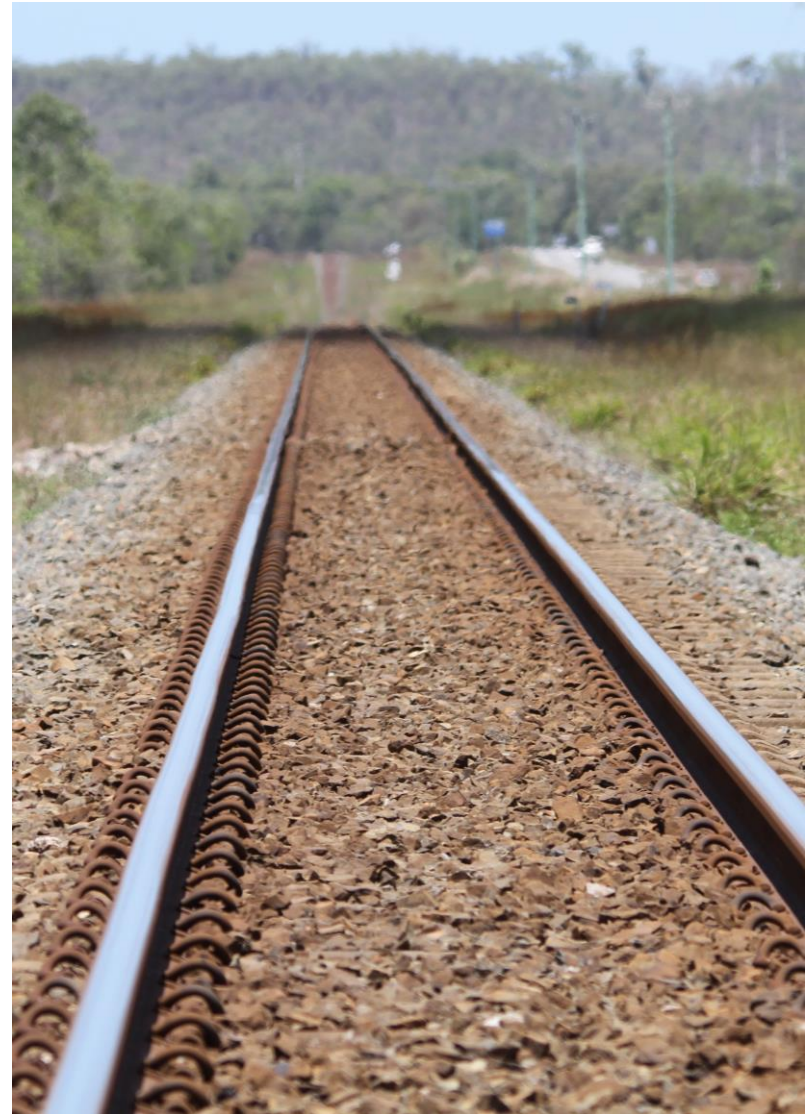
Council direction

Over the last 12 months, 55% of Council residents believe the direction of Council's overall performance has stayed the same (up eight percentage points since 2022).

- 18% believe the direction has improved in the last 12 months (down seven points on 2022) .
- 22% believe it has deteriorated, down two points on 2022.

Perceptions of the direction of Council's overall performance (index score of 48) have not changed significantly since 2020.

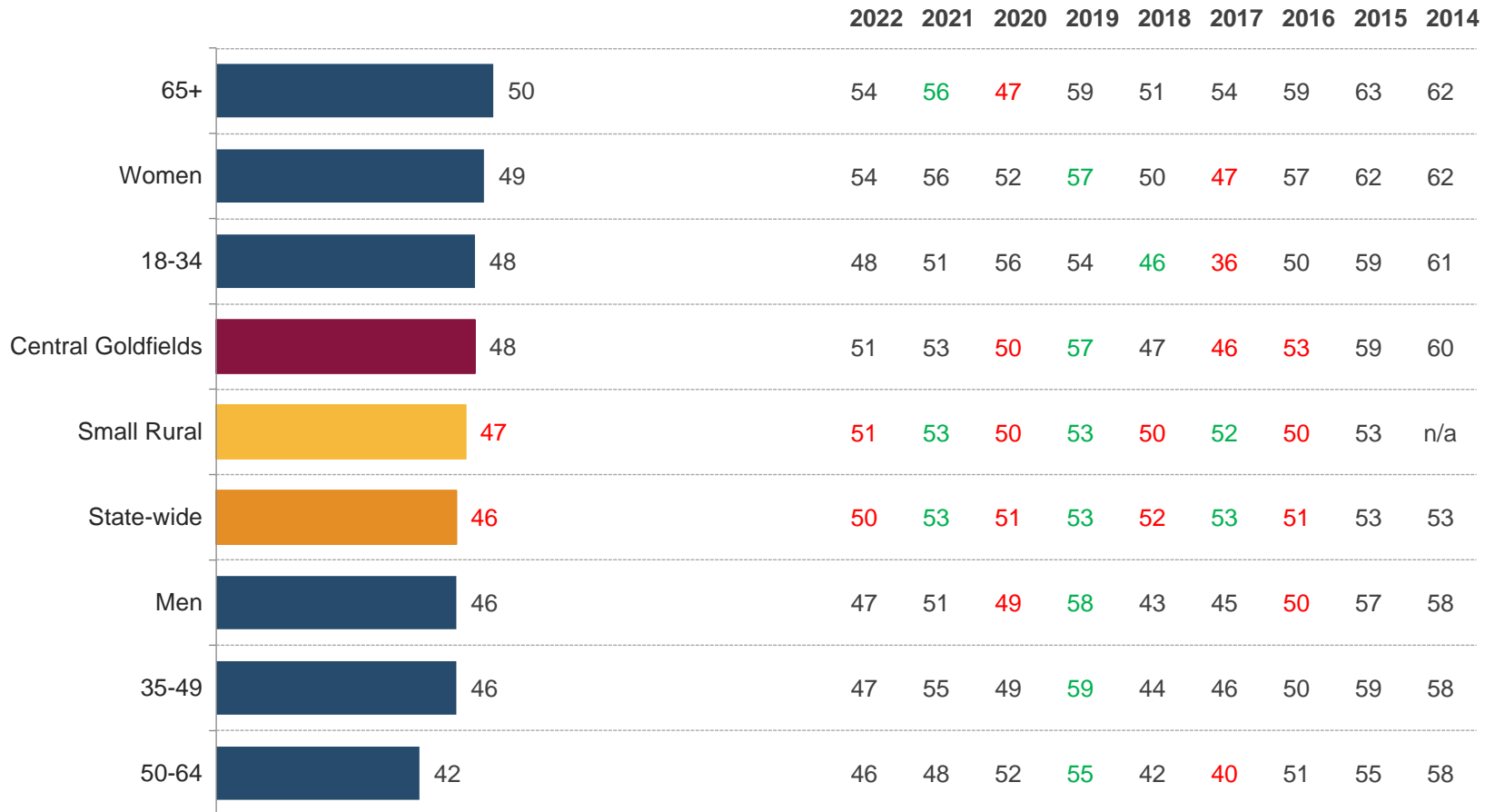
- These perceptions are in line with the Small Rural group and State-wide averages for councils (index scores of 47 and 46 respectively).
- The most satisfied with Council direction are residents aged 65 years and over.
- The least satisfied with Council direction are residents aged 50 to 64 years.





Overall council direction last 12 months

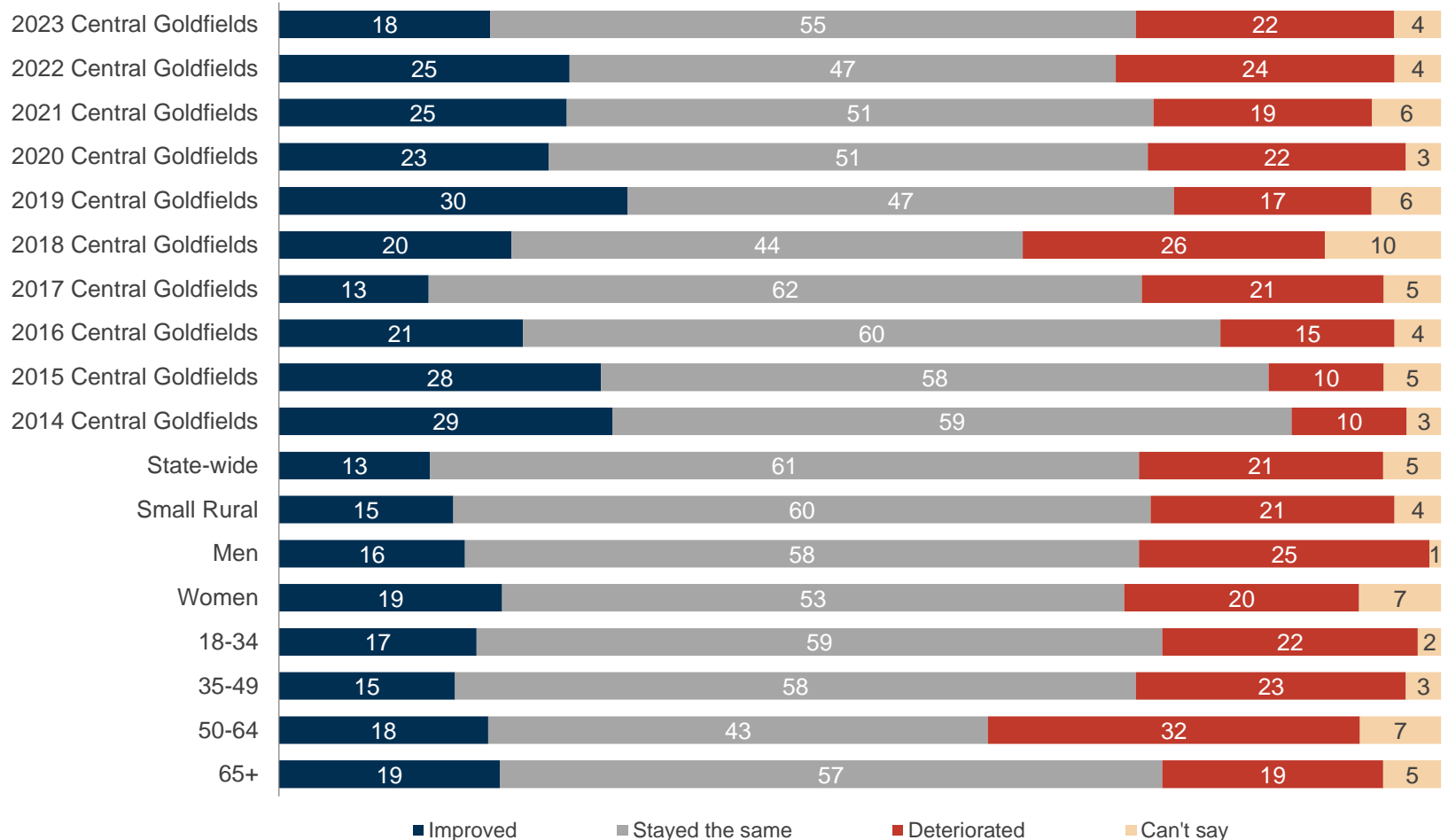
2023 overall council direction (index scores)





Overall council direction last 12 months

2023 overall council direction (%)



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Q6. Over the last 12 months, what is your view of the direction of Central Goldfields Shire Council's overall performance?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

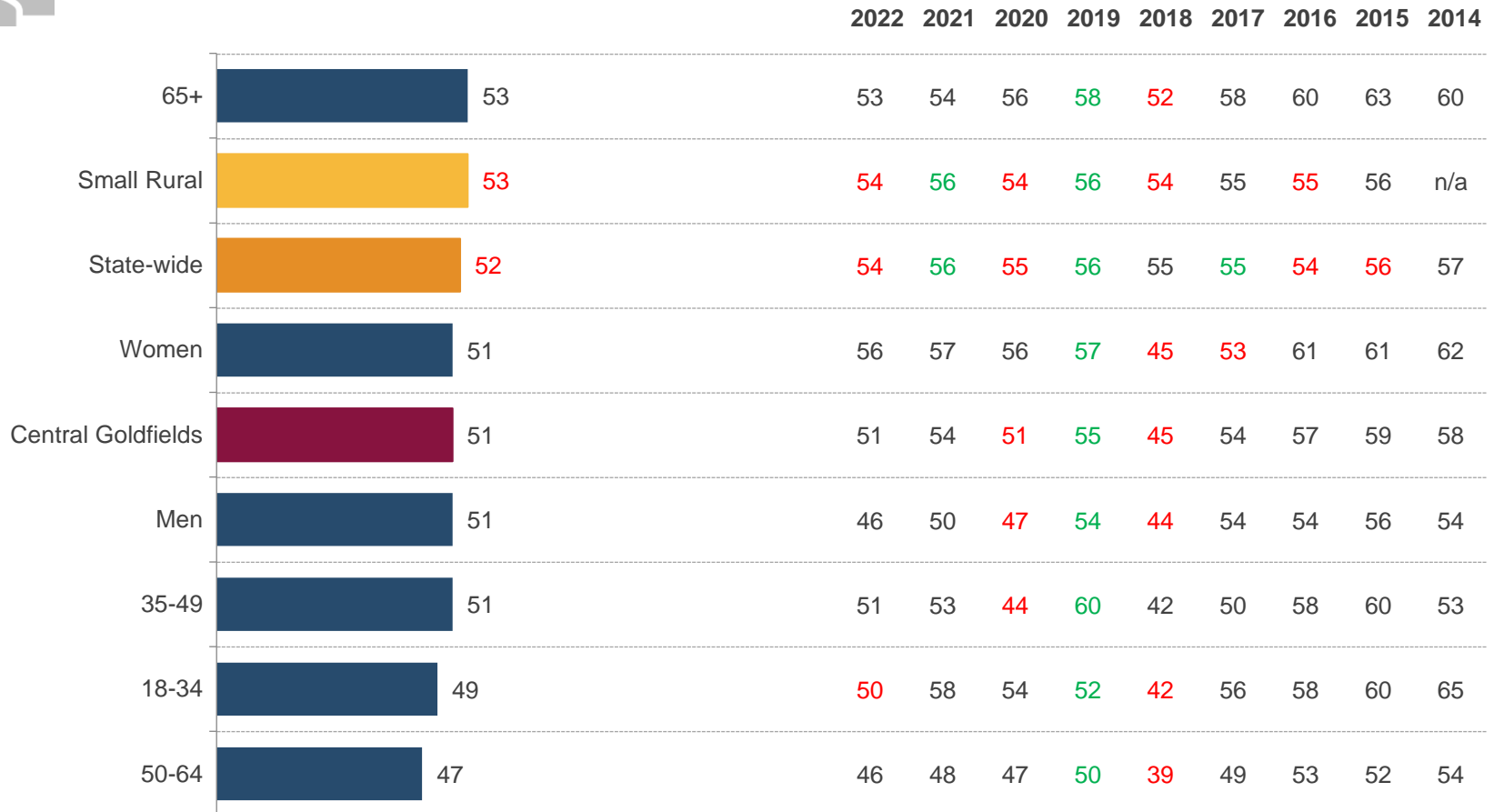
Individual service areas



Community consultation and engagement performance



2023 consultation and engagement performance (index scores)



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Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

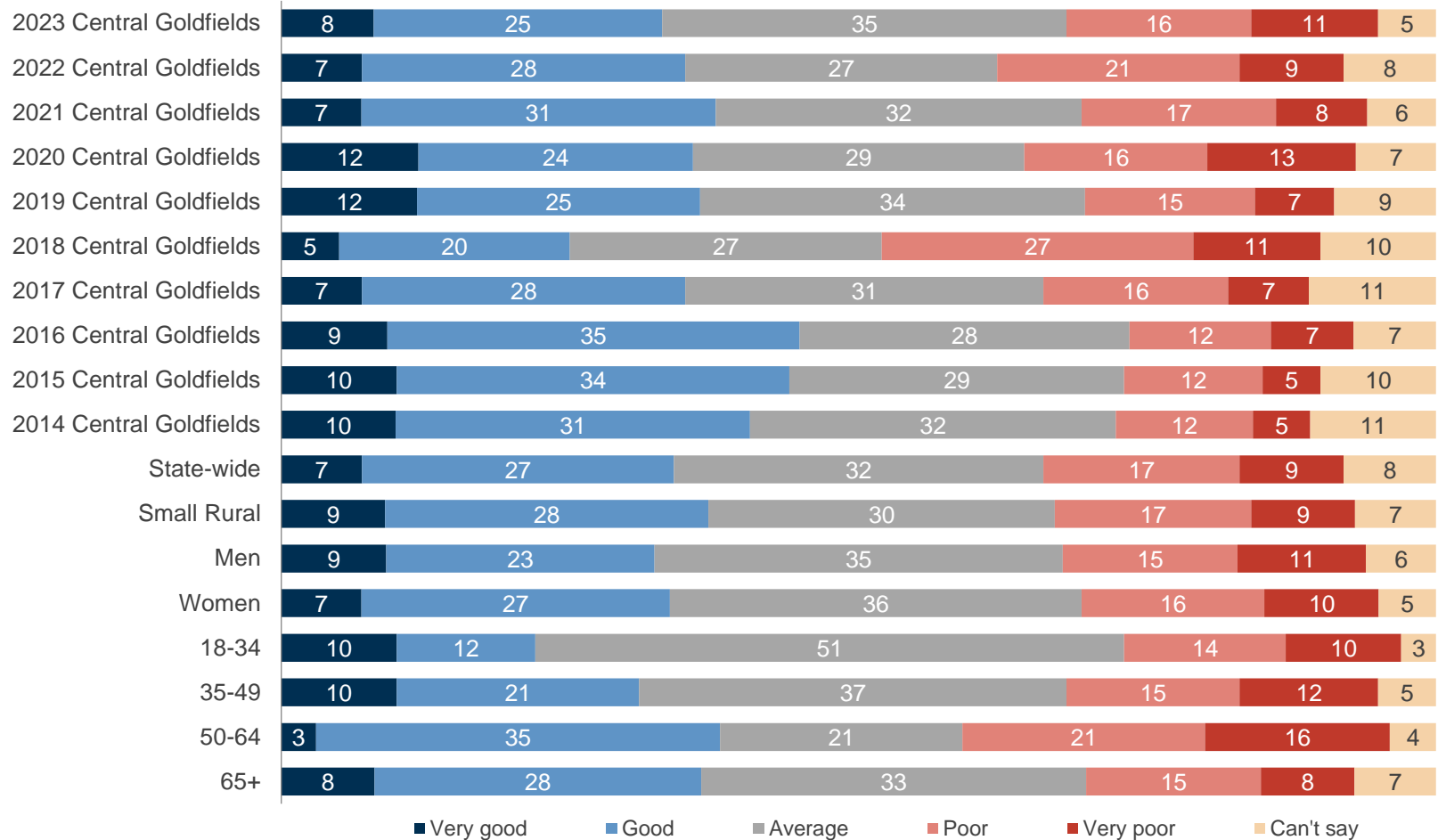
Note: Please see Appendix A for explanation of significant differences.



Community consultation and engagement performance



2023 consultation and engagement performance (%)



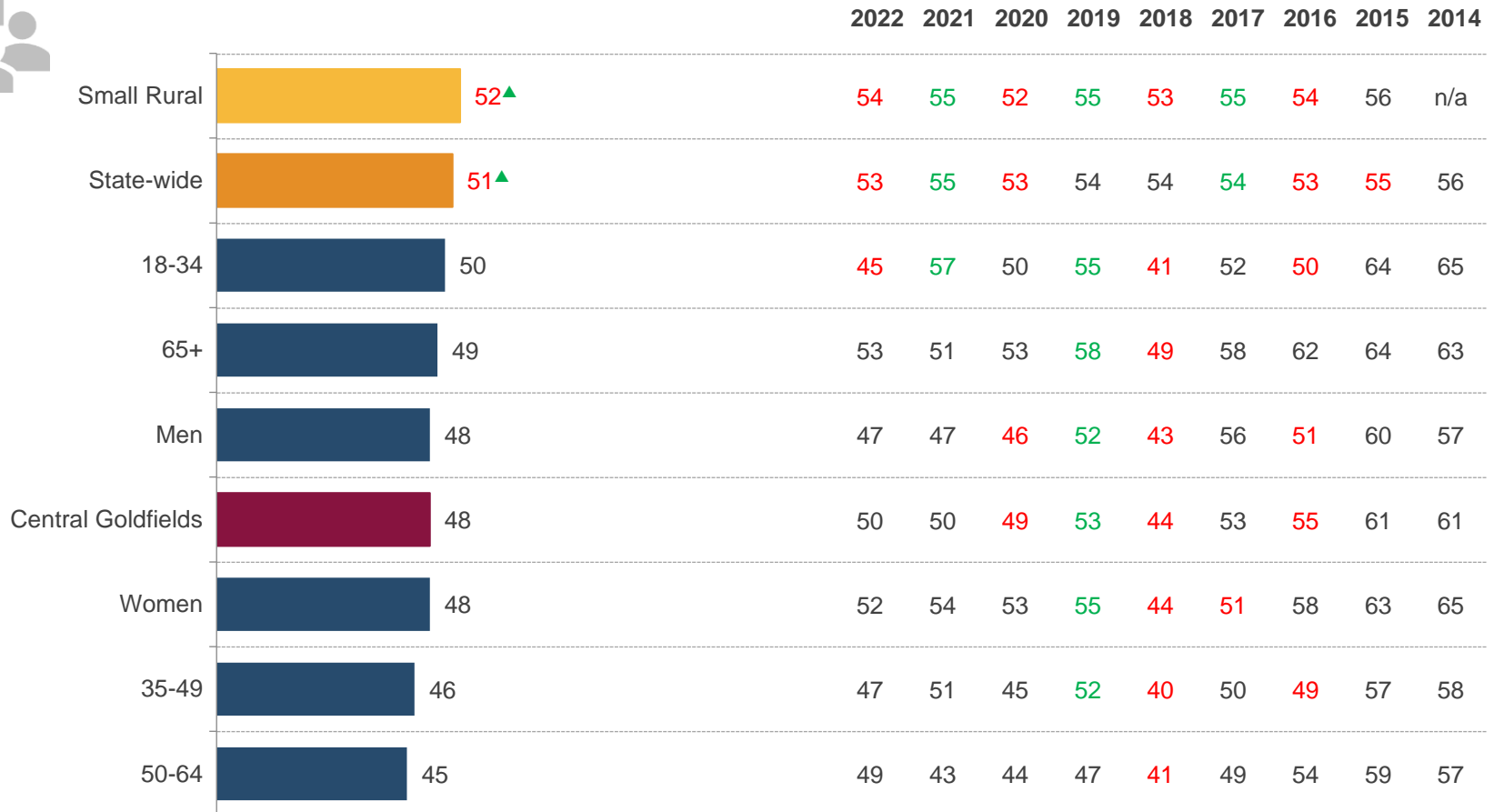
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Lobbying on behalf of the community performance



2023 lobbying performance (index scores)

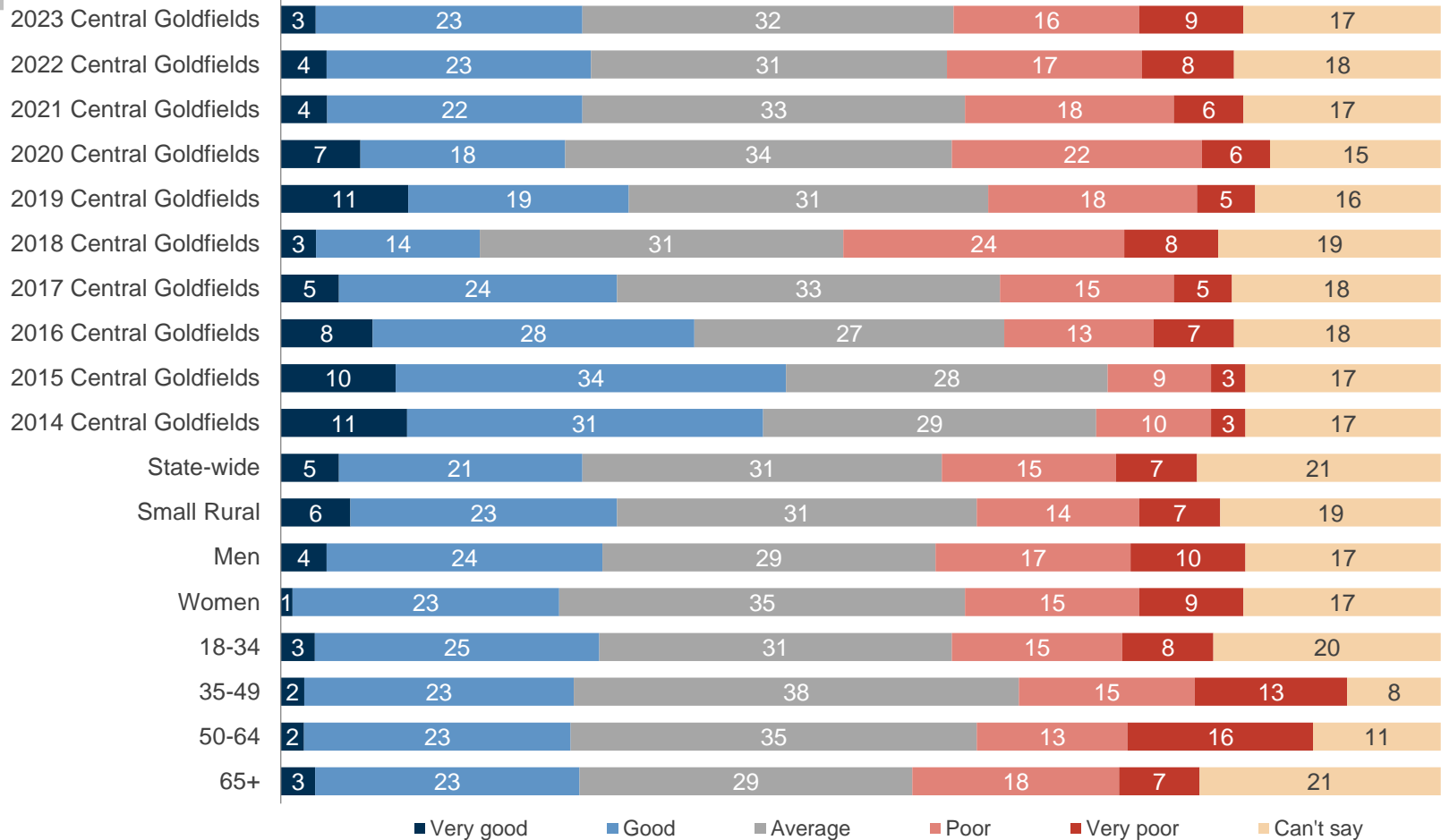




Lobbying on behalf of the community performance



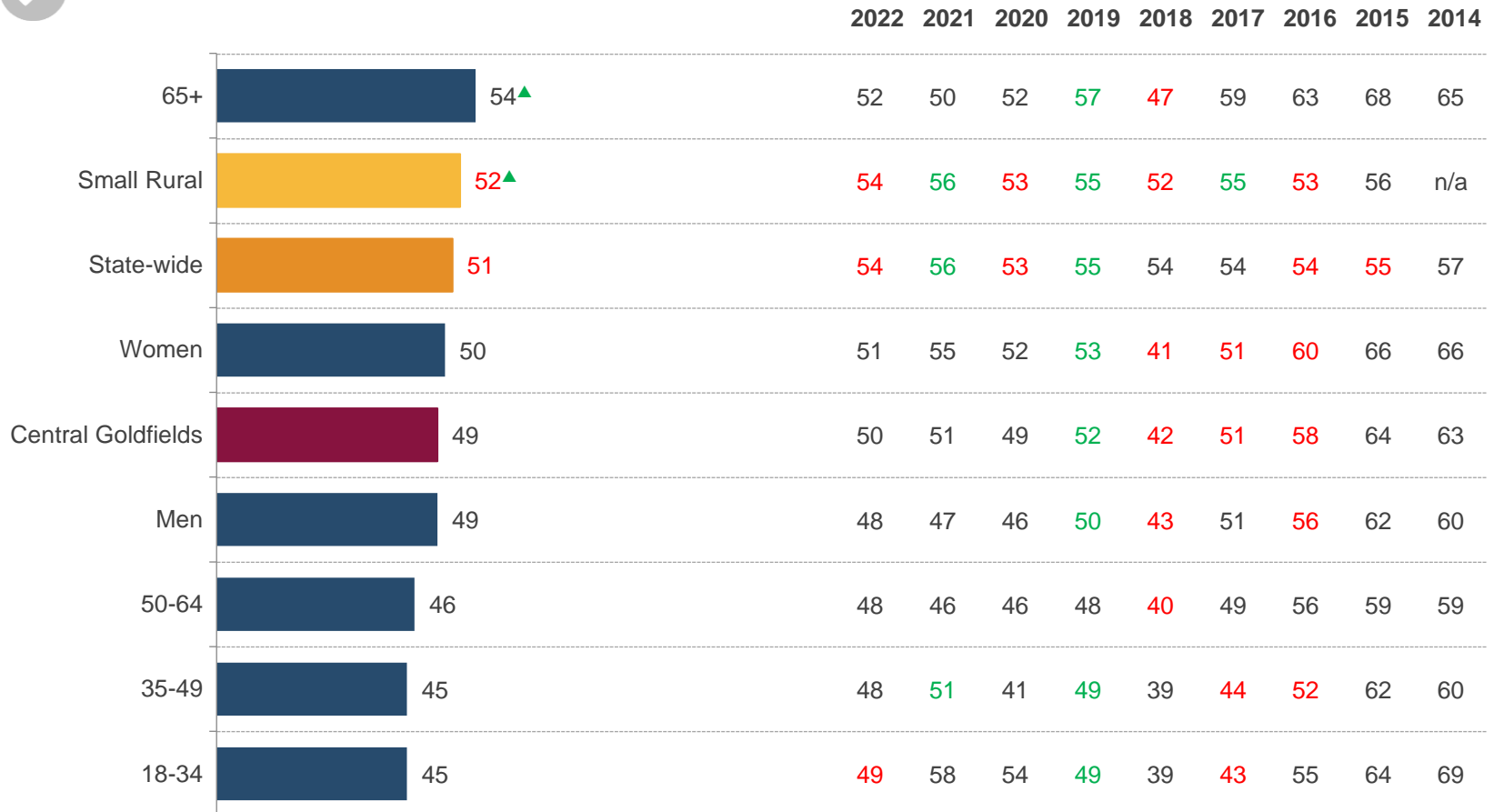
2023 lobbying performance (%)



Decisions made in the interest of the community performance



2023 community decisions made performance (index scores)



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Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

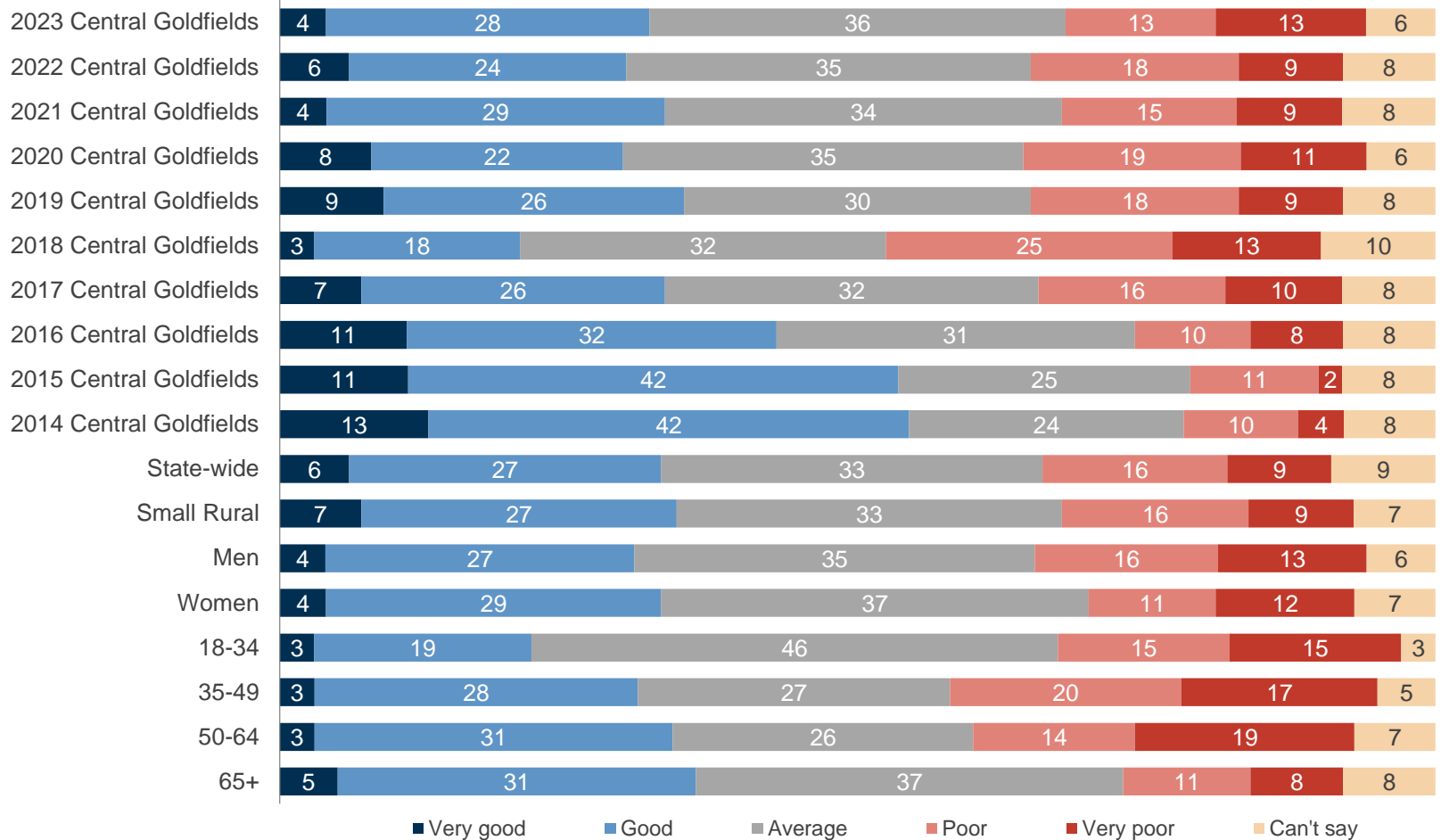
Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

Decisions made in the interest of the community performance



2023 community decisions made performance (%)



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Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

The condition of sealed local roads in your area performance



2023 sealed local roads performance (index scores)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	
State-wide	48▲	53	57	54	56	53	53	54	55	55
65+	45▲	50	54	57	57	55	56	61	62	58
Small Rural	44▲	50	53	51	53	49	50	52	52	n/a
Women	38	46	51	53	48	49	52	57	55	55
Central Goldfields	38	45	50	51	48	48	51	54	55	52
Men	37	44	50	48	49	47	51	51	55	50
35-49	32	43	49	44	42	41	42	51	60	49
18-34	32	42	47	47	40	47	56	51	45	53
50-64	28▼	38	45	46	46	44	49	50	49	48

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Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

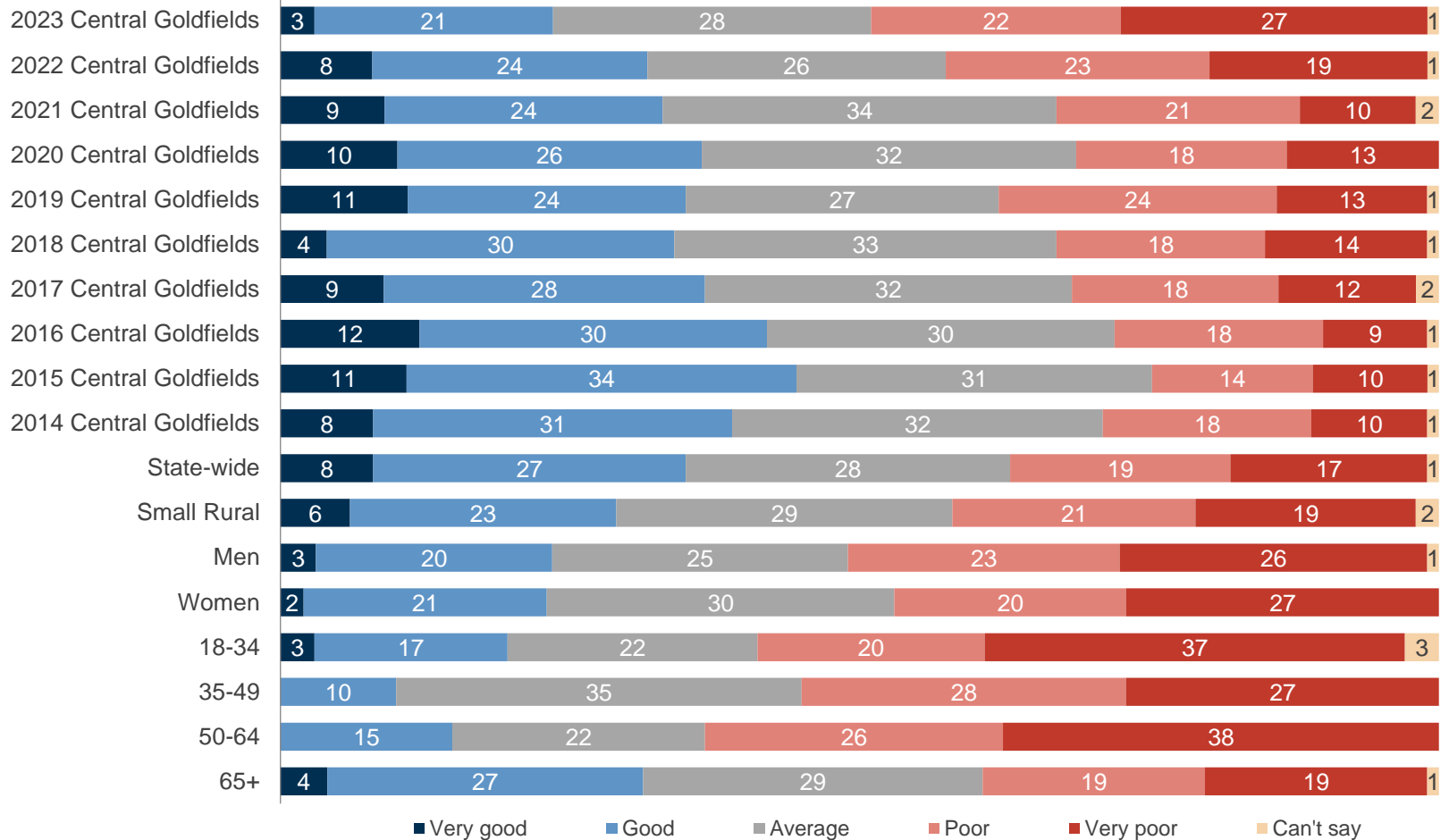
Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

Note: Please see Appendix A for explanation of significant differences.

The condition of sealed local roads in your area performance



2023 sealed local roads performance (%)



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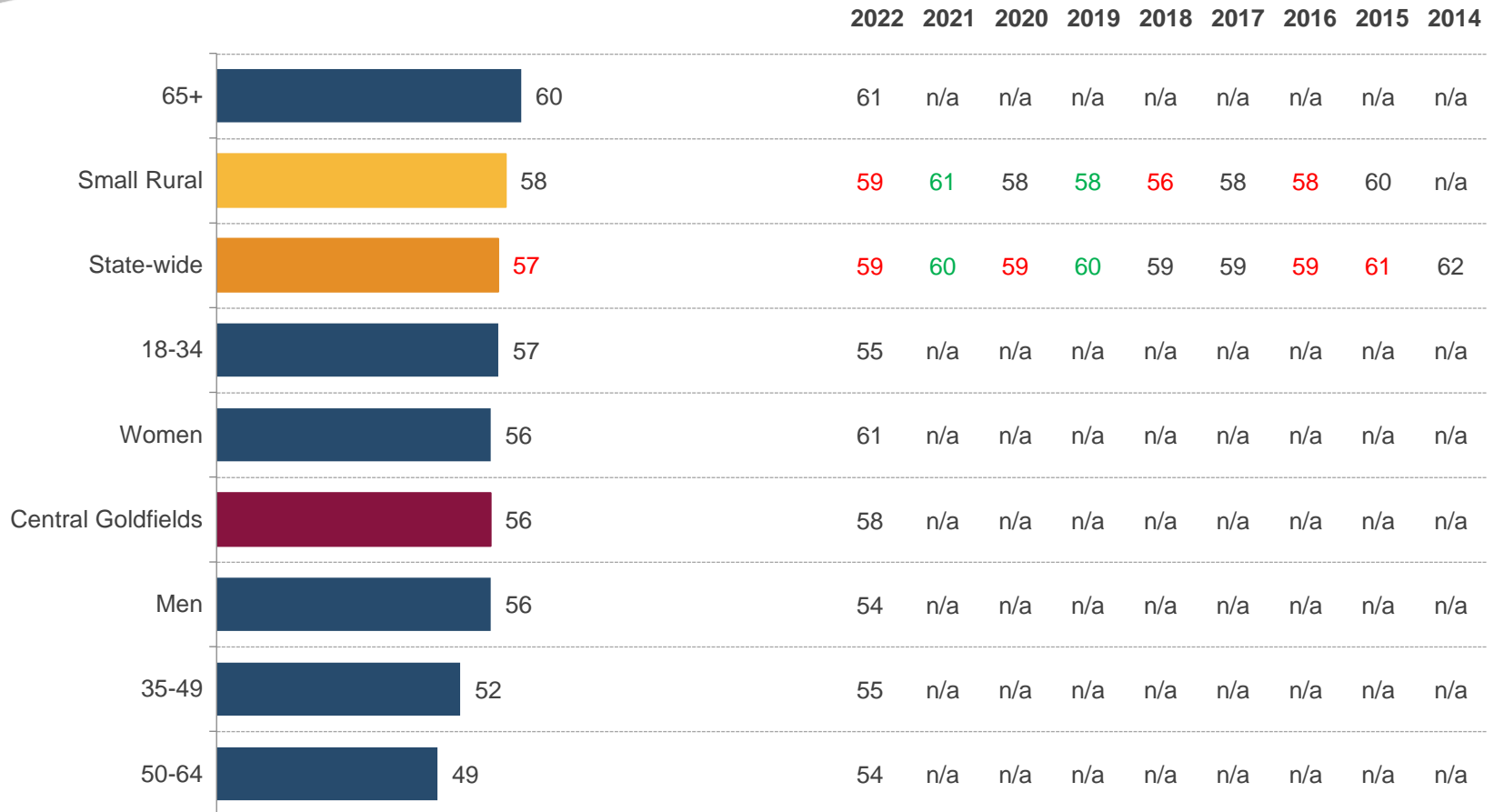
Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19



Informing the community performance



2023 informing community performance (index scores)



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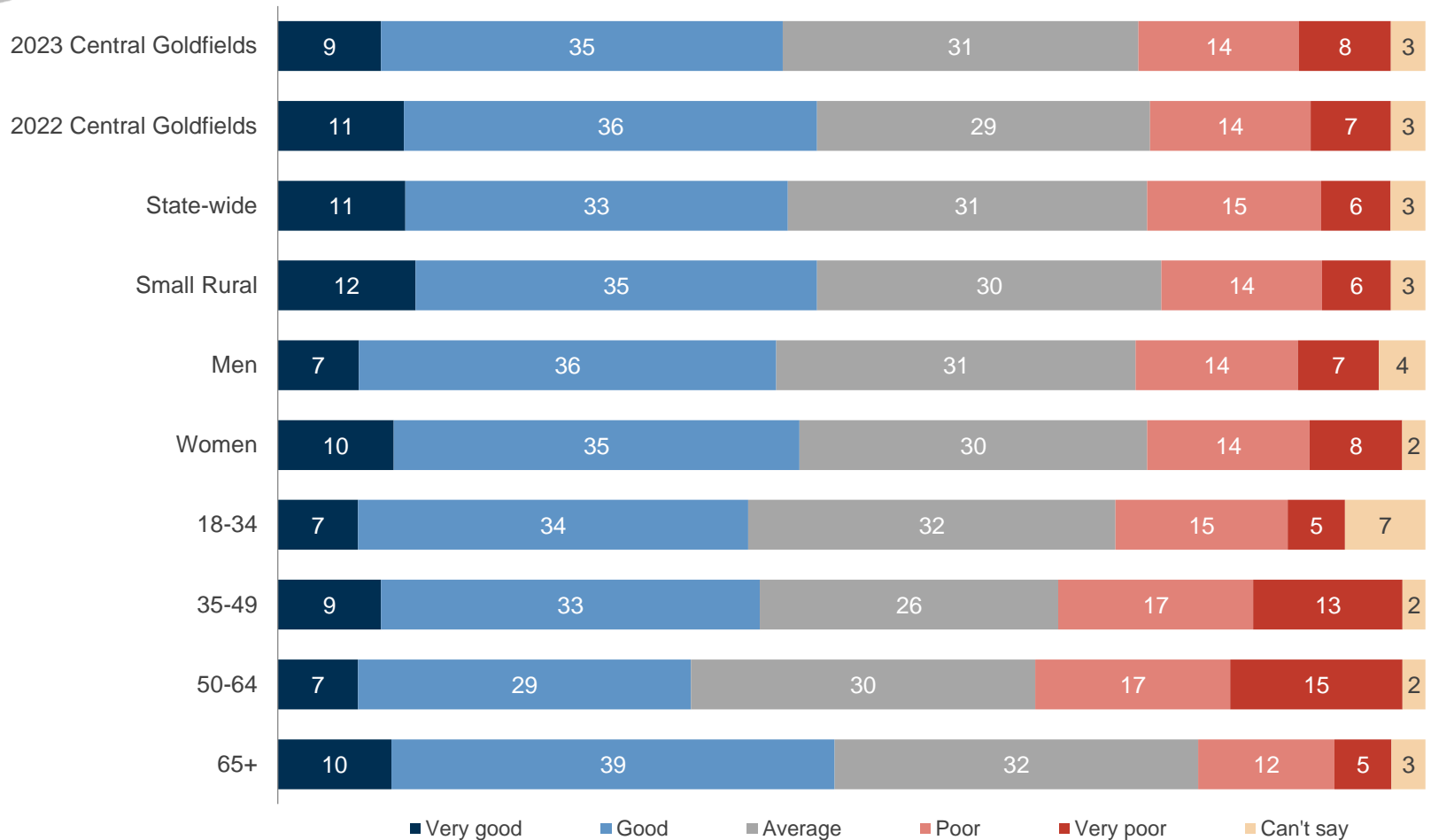
Q2. How has Council performed on 'Informing the community' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 38 Councils asked group: 10
 Note: Please see Appendix A for explanation of significant differences.



Informing the community performance



2023 informing community performance (%)



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The appearance of public areas performance



2023 public areas performance (index scores)

	2022	2021	2020	2019	2018	2017	2016	2015	2014	
Small Rural	71▲	73	75	72	73	72	74	73	74	n/a
65+	69	73	n/a	76	79	n/a	n/a	n/a	n/a	n/a
Men	68	70	n/a	72	75	n/a	n/a	n/a	n/a	n/a
18-34	68	71	n/a	76	66	n/a	n/a	n/a	n/a	n/a
Central Goldfields	67	71	n/a	75	75	n/a	n/a	n/a	n/a	n/a
State-wide	67	71	73	72	72	71	71	71	72	72
Women	67	73	n/a	78	75	n/a	n/a	n/a	n/a	n/a
35-49	66	71	n/a	75	75	n/a	n/a	n/a	n/a	n/a
50-64	64	69	n/a	73	78	n/a	n/a	n/a	n/a	n/a

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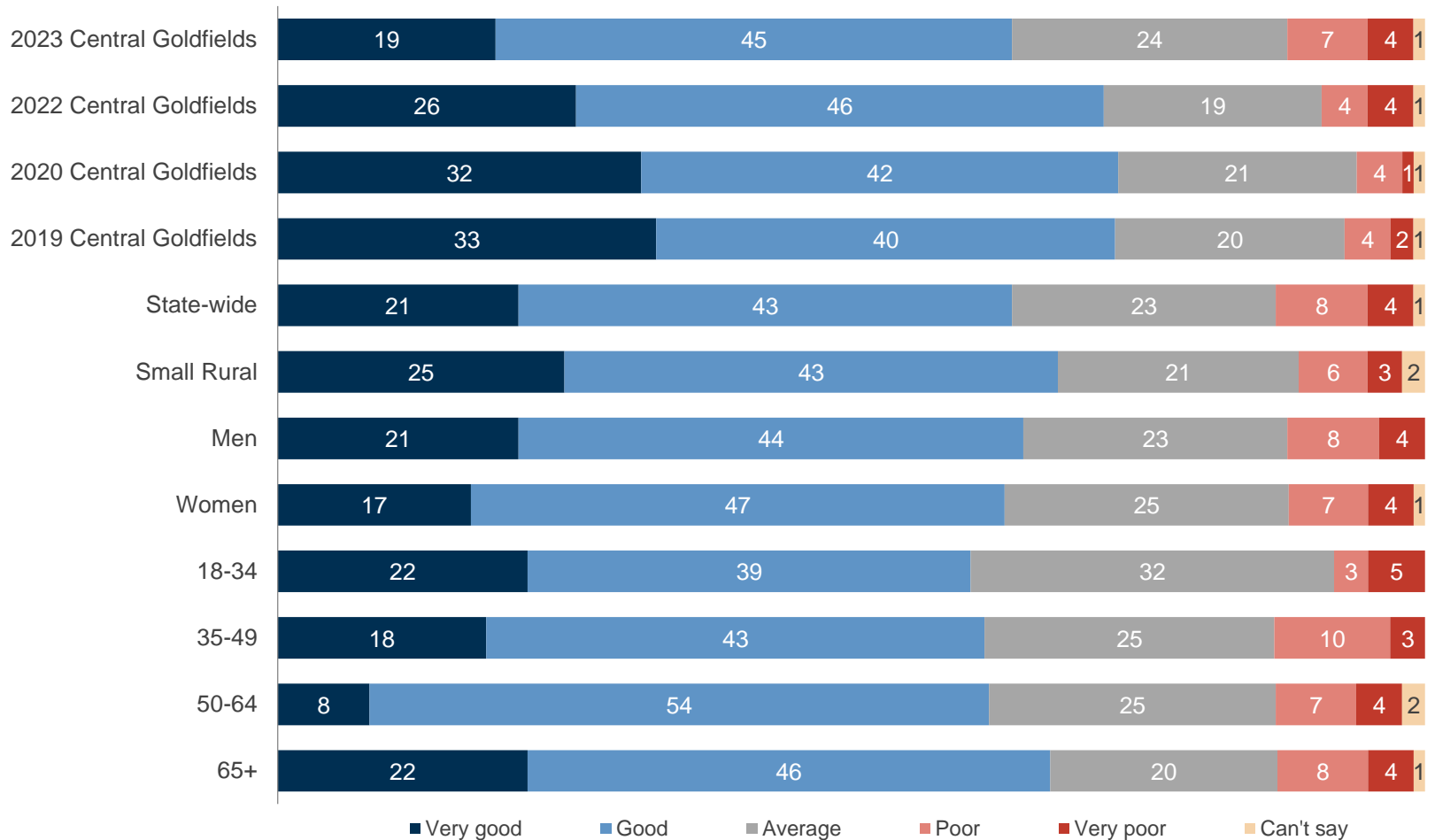
Q2. How has Council performed on 'The appearance of public areas' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 45 Councils asked group: 14
 Note: Please see Appendix A for explanation of significant differences.



The appearance of public areas performance



2023 public areas performance (%)



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Waste management performance



2023 waste management performance (index scores)

	2022	2021	2020	2019	2018	2017	2016	2015	2014
Men	68	65	69	64	71	n/a	n/a	n/a	n/a
65+	68	69	69	68	75	n/a	n/a	n/a	n/a
State-wide	66	68	69	65	68	70	71	70	72
18-34	66	54	77	59	62	n/a	n/a	n/a	n/a
Small Rural	66	68	68	64	66	69	70	69	71
Central Goldfields	65	64	69	63	69	n/a	n/a	n/a	n/a
Women	63	63	69	63	67	n/a	n/a	n/a	n/a
50-64	63	62	62	64	66	n/a	n/a	n/a	n/a
35-49	61	60	68	55	67	n/a	n/a	n/a	n/a

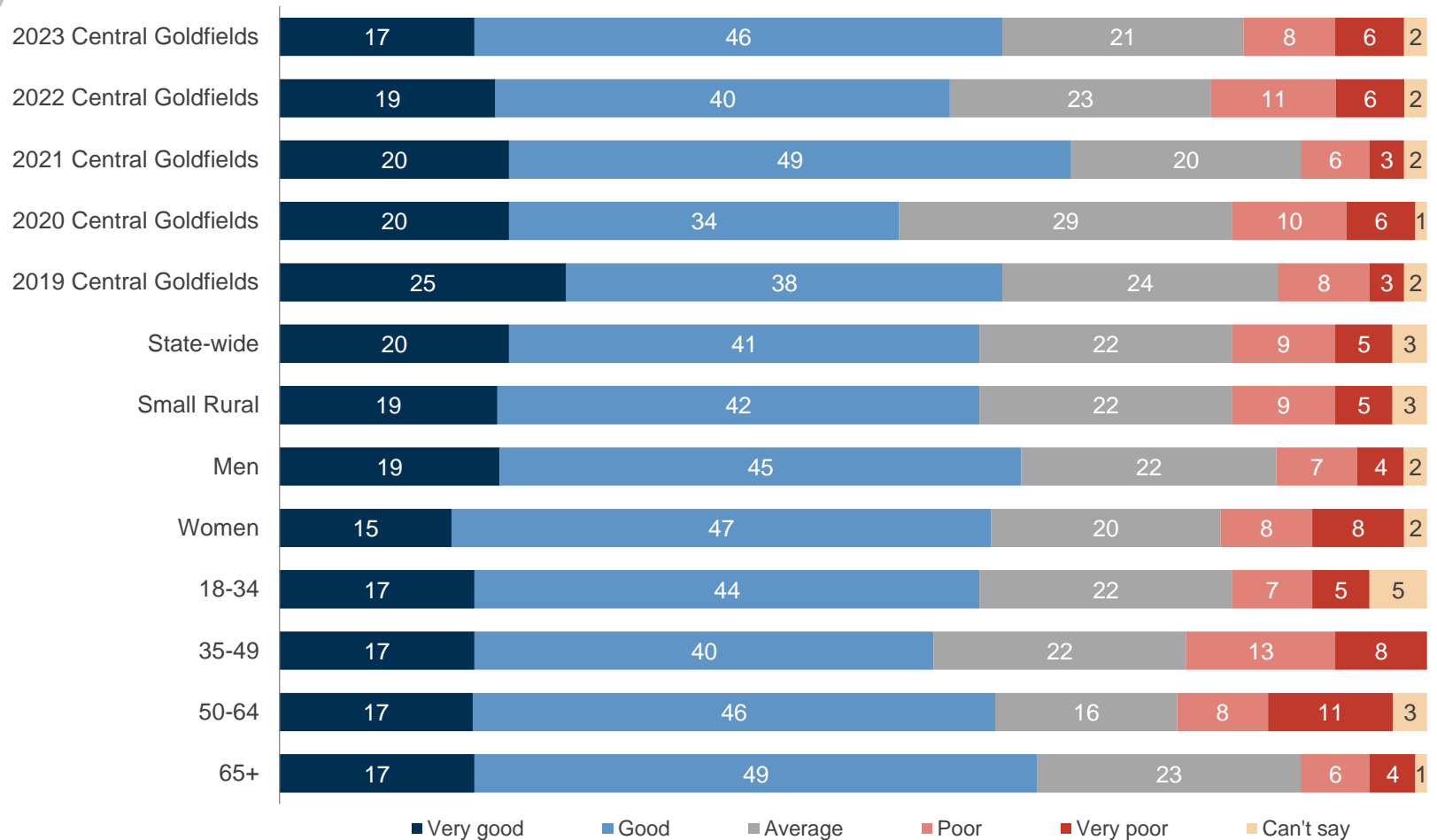
Q2. How has Council performed on 'Waste management' over the last 12 months?
 Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19
 Note: Please see Appendix A for explanation of significant differences.



Waste management performance



2023 waste management performance (%)



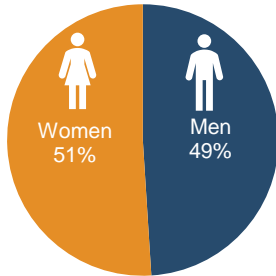
Detailed demographics



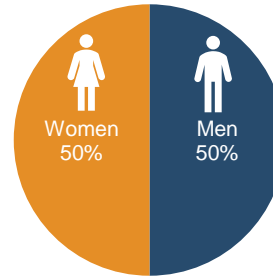
Gender and age profile

2023 gender

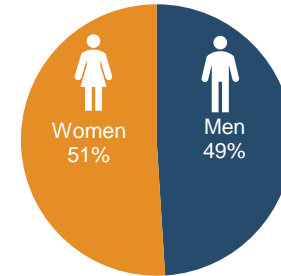
Central Goldfields



Small Rural

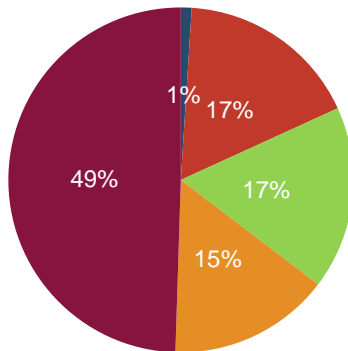


State-wide

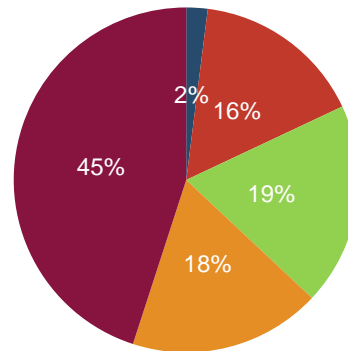


2023 age

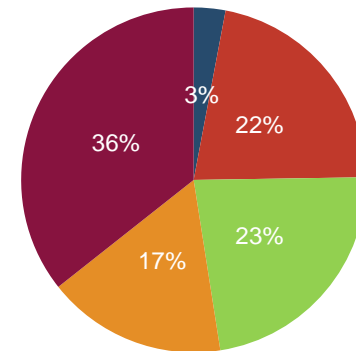
Central Goldfields



Small Rural



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?

Base: All respondents. Councils asked State-wide: 66 Councils asked group: 19

Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.

Appendix A: Index scores, margins of error and significant differences



Appendix A: Index Scores

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from 'very good' to 'very poor', with 'can't say' also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an 'Index Score' has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with 'can't say' responses excluded from the analysis. The '% RESULT' for each scale category is multiplied by the 'INDEX FACTOR'. This produces an 'INDEX VALUE' for each category, which are then summed to produce the 'INDEX SCORE', equating to '60' in the following example.

Similarly, an Index Score has been calculated for the Core question 'Performance direction in the last 12 months', based on the following scale for each performance measure category, with 'Can't say' responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can't say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can't say	1%	--	INDEX SCORE 56



Appendix A: Margins of error

The sample size for the 2023 State-wide Local Government Community Satisfaction Survey for Central Goldfields Shire Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 11,000 people aged 18 years or over for Central Goldfields Shire Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Central Goldfields Shire Council	400	400	+/-4.8
Men	187	197	+/-7.1
Women	213	203	+/-6.7
18-34 years	41	74	+/-15.5
35-49 years	60	67	+/-12.7
50-64 years	72	61	+/-11.6
65+ years	227	198	+/-6.5

Appendix A: Significant difference reporting notation

27 June 2023 Council Meeting



Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing green (▲) and downward directing red arrows (▼).

Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

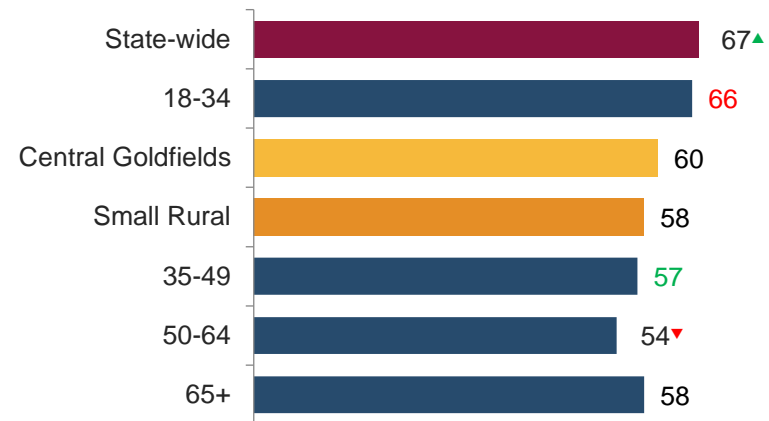
- ▲ The state-wide result is significantly higher than the overall result for the council.
- ▼ The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in green and red indicate significantly higher or lower results than in 2022.

Therefore in the example below:

- The result among 35-49 year olds in the council is **significantly higher** than the result achieved among this group in 2022.
- The result among 18-34 year olds in the council is **significantly lower** than the result achieved among this group in 2022.

**2023 overall performance (index scores)
(example extract only)**





Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information



Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2023 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2023 results are compared with previous years, as detailed below:

- 2022, n=401 completed interviews, conducted in the period of 27th January – 24th March.
- 2021, n=400 completed interviews, conducted in the period of 28th January – 18th March.
- 2020, n=400 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2014, n=400 completed interviews, conducted in the period of 31st January – 11th March.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Central Goldfields Shire Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, '—' denotes not mentioned and '0%' denotes mentioned by less than 1% of respondents. 'Net' scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Central Goldfields Shire Council.

Survey sample matched to the demographic profile of Central Goldfields Shire Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Central Goldfields Shire Council, particularly younger people.

A total of n=400 completed interviews were achieved in Central Goldfields Shire Council. Survey fieldwork was conducted across four quarters from 16th June 2022 – 19th March 2023.



Appendix B: Analysis and reporting

All participating councils are listed in the State-wide report published on the DELWP website. In 2023, 66 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2023 vary slightly.

Council Groups

Central Goldfields Shire Council is classified as a Small Rural council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Small Rural group are:

- Alpine, Ararat, Benalla, Buloke, Central Goldfields, Gannawarra, Hepburn, Hindmarsh, Indigo, Loddon, Mansfield, Murrindindi, Northern Grampians, Pyrenees, Queenscliffe, Strathbogie, West Wimmera and Yarriambiack.

Wherever appropriate, results for Central Goldfields Shire Council for this 2023 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Small Rural group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B: 2012 survey revision

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Central Goldfields Shire Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. Comparisons in the period 2012-2023 have been made throughout this report as appropriate.



Appendix B: Core, optional and tailored questions

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2023 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2023 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2023 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the State government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2023 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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John Scales
Founder
jcales@jwsresearch.com

Mark Zuker
Managing Director
mzucker@jwsresearch.com

Katrina Cox
Director of Client Services
kcox@jwsresearch.com

8.8 TALBOT FUTURES PROJECT AND DRAFT STRUCTURE PLAN

Author: General Manager Infrastructure Assets and Planning

Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to consider endorsing the Talbot Draft Structure Plan and supporting documents for the purpose of undertaking public consultation.

RECOMMENDATION

That Council:

- 1. Endorse the Talbot Draft Structure Plan and supporting documents for the purposes of undertaking public consultation.*

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Growing Economy

The Community's vision 2. A vibrant and thriving economy with a growing population

Initiative: Promote the liveability of Central Goldfields

Ensure sufficient land is zoned to accommodate residential growth.

Complete planning for a wastewater scheme for Talbot township

BACKGROUND INFORMATION

The Talbot Futures Project has made significant progress in recent months. The project that commenced in September 2022 has two major components:

1. Preparation of a structure plan for the township (managed by Hansen Partnership along with SGS Economics and Hello City); and

2. Design and costing of a sewerage scheme with a business case to support funding for implementation (managed by Central Highlands Water (CHW) contract with engineering firm Jacobs).

The project is funded by \$630,000 from the Victorian Government (Living Regions Living Suburbs Fund) and a Council contribution of \$60,000.

REPORT

Talbot is well located in terms of road and rail access and is relatively safe from both Bushfire and flooding impacts compared with other settlements in the shire.

The biggest hurdle for growth in Talbot is the absence of a reticulated sewerage system and this project is addressing this issue with a structure plan to project the population, growth areas for expansion and capacity of the sewerage facility to cater for future growth.

This project has completed two phases of community and stakeholder engagement as detailed in the attachments.

The project consultant has prepared a Draft Structure Plan from the inputs of the engagement sessions and technical assessments including the bushfire assessment by Kevin Hazell.

This project is key to implementing Council's vision of ensuring a thriving and vibrant community with a growing population.

It is underpinned by the extensive research and recommendations of the Population, Housing and residential Strategy 2020 and the Industrial Land Suppl & Demand Assessment and Strategy 2021.

It addresses the need for Talbot to expand to enable growth of the municipality whilst considering the risks present in and around the town.

The sewerage scheme component is also progressing well with Central Highlands Water and Jacobs Engineering completing technical assessments and preparing drafts for a proposed Sewerage Scheme with capacity for growth that aligns with the Structure Plan.

Jacobs will utilise the inputs from the Structure Plan to finalise the Sewerage Scheme and prepare the business case that will underpin capital funding applications.

CONSULTATION/COMMUNICATION

The project has completed two stages of community engagement and received community feedback on the key aspects of the project.

Multiple channels of communication have been used, including the Talbot local newsletter (TTT) a special project newsletter and online information.

Feedback has been gained through hard-copy and online surveys as well as two in-person sessions in the London House café and Talbot Market Square Precinct:

1. November 2022, - information on the project and community input on the broad vision for the future of Talbot.
About 20 people attended and participated in discussion and an interactive walking exercise.
2. March 2023 - issues and options workshop with consultants and council officers attending. About 12 participants reviewed technical assessments and initial community engagement findings and provided feedback.

In between these sessions, a technical workshop was held in January 2023 to refine specifics of the issues and options process including identifying infill areas within the township, potential expansion areas for future needs, key character and heritage values, and alignment between structure planning and the proposed sewerage scheme.

Detail on the outputs from the community engagement process can be found in the attached Future Visions Report and Talbot Function and Identity Study.

It is proposed to undertake further community engagement on the draft structure plan to ensure it aligns with key inputs and feedback received from the community through earlier phases of the project.

FINANCIAL & RESOURCE IMPLICATIONS

The Talbot Futures Project has been funded by the Victorian Government *Living Regions Living Suburbs Fund* managed by Regional Development Victoria with a grant amount of \$630,000. Council is also contributing \$60,000 towards this work.

Staff time to provide project management, document review and reporting to Council is covered within the existing Strategic Planning budget.

RISK MANAGEMENT

This report addresses Council's strategic risk *Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community* - by addressing constraints on residential and industrial development that are contributing to increasing housing costs and potential missed opportunities for enabling industrial businesses to establish and grow in Central Goldfields.

This report further addresses Council's strategic risk *Community engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making* by ensuring that relevant stakeholders including landowners, community members and agencies are engaged in the decision-making process.

CONCLUSION

The Draft Talbot Structure Plan provides directions on population growth, future housing demands and areas for infill and greenfield development for Talbot upon the implementation of a reticulated sewerage scheme for the township.

It is recommended that Council endorse the Talbot Draft Structure Plan and supporting documents for the purposes of undertaking further public consultation.

ATTACHMENTS

- 8.8.1** Talbot Draft Structure Plan
- 8.8.2** Talbot Future Visions Report
- 8.8.3** Talbot Function and Identity Study
- 8.8.4** Talbot Bushfire Assessment Report
- 8.8.5** Talbot Technical Assessment
- 8.8.6** Talbot Discussion Paper
- 8.8.7** Talbot Final SGS Housing and Commercial Assessment

8.8.1

TALBOT DRAFT STRUCTURE PLAN

Prepared by **Hansen Partnership**
(with SGS Economics & Planning and Hello City)

for **Central Goldfields Shire Council**

June 2023

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Version	DRAFT V.1	DRAFT V.2
Issue Date	11/05/2023	13/06/2023

INTRODUCTION



1.1 Project Overview

Central Goldfields Shire Council has engaged Hansen Partnership and their project partners (SGS Planning & Economics and Hello City) to undertake a structure planning process for Talbot. The project forms part of the wider Talbot Futures Project, which includes the two core components of a town structure plan overseen by Council and an updated and fully costed sewerage scheme plan (occurring in parallel to the structure plan) overseen by Central Highlands Water.

- Identify changes to the planning scheme needed to facilitate the directions in the Structure Plan, and provide direction on the assessment of planning permit applications and amendments to the planning scheme.
- Provide input into Council's program of projects and works for Talbot.
- Provide greater certainty to landowners, developers, and businesses about the future potential of land in Talbot.

1.2 What is a Structure Plan?

A Structure Plan is a long-term plan to guide Council decisions about future development on private and public land within a town or centre. It outlines a vision and key objectives, strategies and actions to implement its goals in line with community expectations. Structure plans guide the major changes to land use, built form, access and movement networks, and public spaces that together can achieve environmental, social and economic outcomes for a place.

1.3 Why is a Structure Plan needed?

Numerous Council strategies and reports have highlighted the provision of sewerage infrastructure to Talbot as a key priority. However, Talbot is a unique and historic township that has not seen any significant development over previous decades, and so future development and change must be carefully managed to ensure the key heritage and character attributes of the township are protected.

The Structure Plan will guide the location of future development and growth in Talbot and outline a long-term strategic vision so that important opportunities for the Shire are identified.

The purpose of this structure plan is to:

- Identify locations for planned future subdivision and development zones to inform considerations of any sewerage scheme;
- Ensure future development is managed in accordance with Council and community objectives for the township.

1.4 Project Process to Date

- Phase 1 - Preparation of Technical Assessments including: Talbot Structure Plan Technical Assessments (Hansen Partnership), Talbot Structure Plan Housing and Commercial Technical Assessment (SGS Economics & Planning), and Bushfire Assessment to inform the Talbot Structure Plan (Kevin Hazell Bushfire Planning)
- Phase 2 - Preparation of Talbot Futures Structure Plan Discussion Paper (Hansen Partnership)
- Phase 3 - Preparation of Draft Structure Plan for Talbot (Current)

The community engagement activities that have occurred to date (facilitated and guided by Hello City) are outlined in section 2.5 of the report.

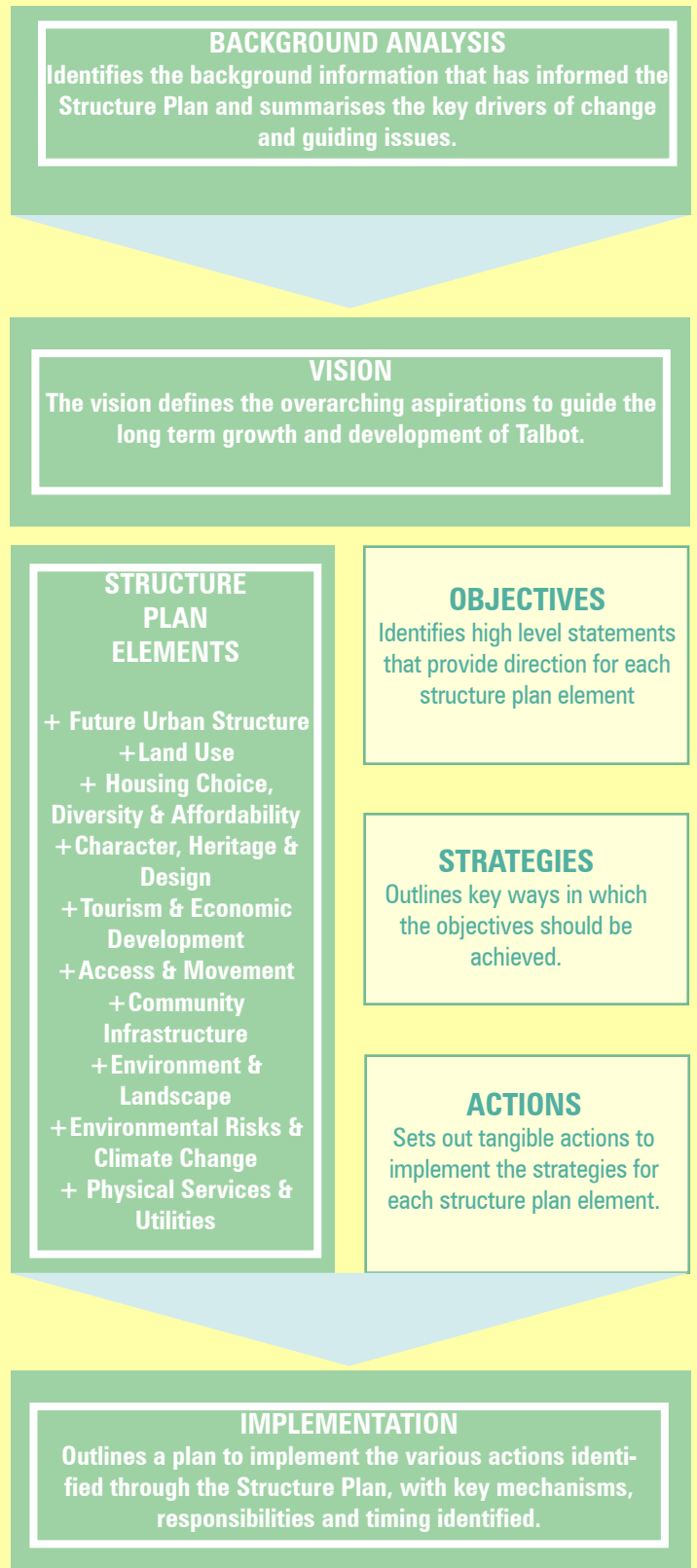
1.5 The Study Area

The Talbot locality is much wider than the core township area. The Structure Plan primarily focuses on the area of land within the Township Zone, and land immediately surrounding this core area. It is recognised however that both from an economic and social perspective, who relates to the township is just as important as who lives within Township zoned areas. The contribution of residents who live beyond the core area to catchments on demand for facilities and services must be considered. The key study area (aligning with the township boundary identified at Clause 02.04 of the Central Goldfields Shire Planning Scheme as of early May 2023) is shown by the red outline in Figure 2, but the broader area shown in that figure has been considered as well.

1.6 Structure of the Document

The structure of this document is broken into five sections:

- This introduction section.
- The second section outlines the background information that has informed the development of the plan including relevant statistics, strategies and policies, and previous background work. Key issues and drivers of change are then summarised.
- The third section identifies the vision statement for Talbot.
- The fourth section outlines the main objectives and strategies of the structure plan and actions required for its implementation. This section is arranged thematically.
- The fifth section provides direction on implementation.



BACKGROUND & CONTEXT



2.1 About Talbot

Talbot is located within the Central Goldfields Shire, approximately 130km to the north-west of Melbourne. It is the fourth largest settlement in the shire (by population) after Maryborough, Carisbrook and Dunolly. According to the 2021 census, Talbot (as a statistical area) had a population of 452 persons.

Talbot is located within the Victorian Goldfields region, and is approximately 16km south of Maryborough, 18km north-west of Clunes, and 53km north of Ballarat. It sits on the Maryborough to Melbourne railway line, while the Ballarat to Maryborough Road provides the main access to Talbot, from Maryborough to the north, and Clunes/ Creswick and Ballarat to the south.

Talbot is situated within a broadly agricultural and forested landscape setting. Volcanic rises are a significant landscape feature within Talbot’s broader landscape context.

The Dja Dja Wurrung people are the Traditional Owners of the land on which Talbot is located. Goldfields were opened in the Talbot district in 1852 and Talbot rapidly grew to become one of Victoria’s most significant gold rush townships. In 1865 Bailliere’s Victorian Gazetteer recorded Talbot as having two breweries, a soap and candle works, a hospital, a mechanics’ institute, a county and other courts, 19 hotels, private schools and a National school. While much of this heritage fabric is no longer present, Talbot retains an intact and rich heritage. It is graced with fine civic buildings and charming cottages, while the main street of Talbot is amongst the most intact heritage streetscapes in the Goldfields region.

Talbot’s central ‘core’ is centred around Scandinavian Crescent and Camp Street. Key focal points for commercial and social activity include the London House Café, the adjoining community garden and the market square, where the Talbot Farmers Market is held every month, alongside the Town Hall Market, attracting thousands of visitors.

Talbot’s central ‘core’ was laid out before the motor vehicle, meaning the urban form is walkable, legible and on a human scale. Talbot’s town square, museum, local pub, book stores, and library are all within close walking distance of each other. The Talbot railway station, located on the north-east edge of the township, is within a five-minute walking distance of the central ‘core’.

Most existing urban development within Talbot is located to the east of Ballarat-Maryborough Road and Back Creek, which runs parallel to that road and separates the main township area from the Hard Hill Public Recreation Reserve and the towns Recreation Reserve. The central township area is surrounded by lower density lots in the Rural Living Zone, particularly to the south and west.

There are numerous vacant lots within the township itself, particularly to the western and northern edges. Except for reticulated sewer, Talbot is currently connected to all urban services. Established vegetation is a key characteristic of the township, including significant trees and several very beautiful and carefully managed private gardens. Existing community infrastructure is somewhat dispersed throughout Talbot rather than clustered, with the Talbot Recreation Reserve relatively disconnected from the township on the west side of the Ballarat-Maryborough Road.



Historic buildings on Scandanavian Crescent



Community Garden adjoining the London House Cafe

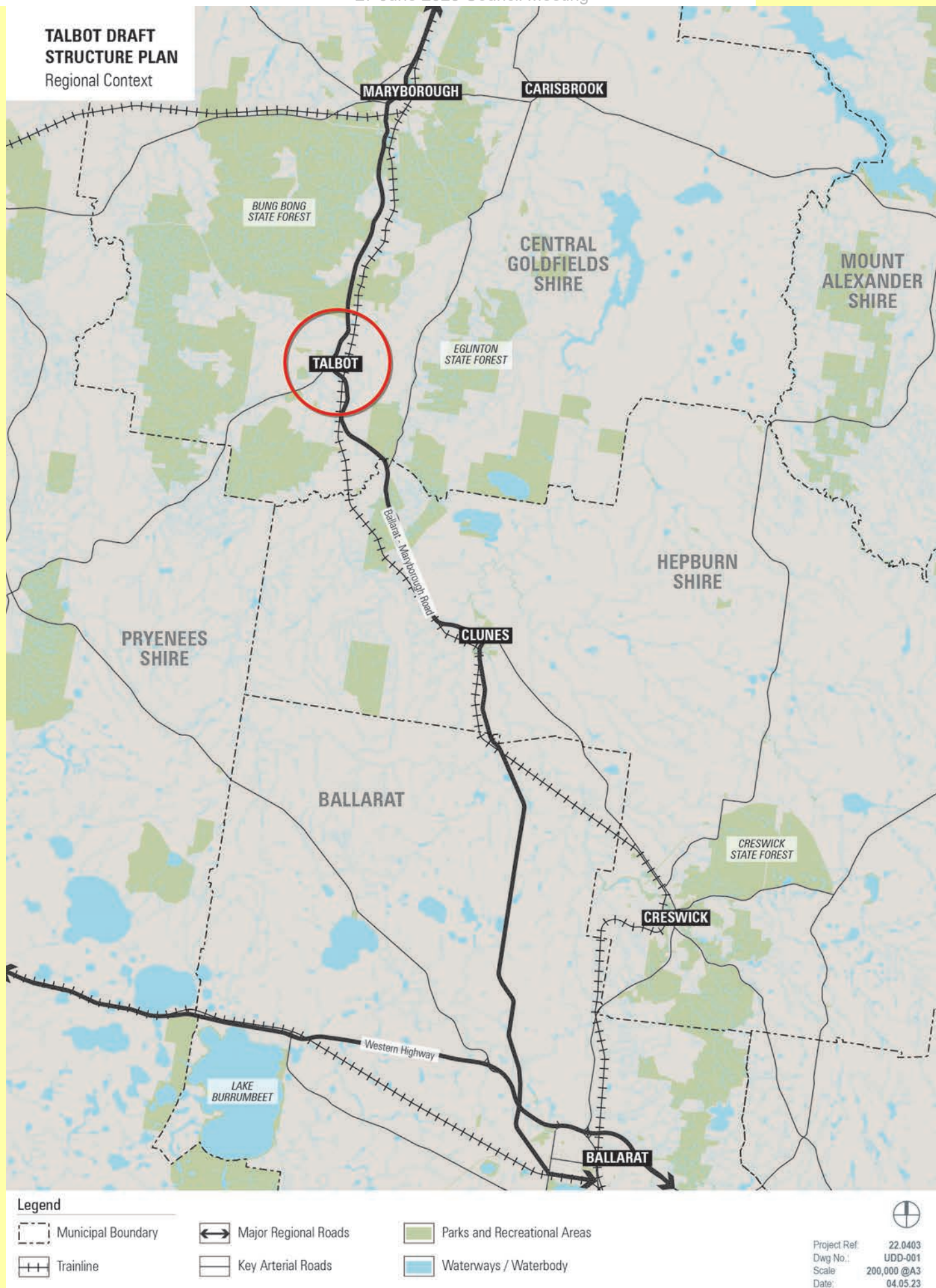


Figure 1: Regional context

TALBOT DRAFT STRUCTURE PLAN

Aerial



Legend

- Existing Township Boundary



Project Ref: 22.0403
 Dwg No.: UDD-001
 Scale: 8,000 @A4
 Date: 04.05.23

Figure 2: Talbot with current township boundary

6,150 6,032

2.2 Population & Profile

Talbot has a total population of around 452 residents. This figure captures the population of the statistical locality of Talbot, which spans some 32.5sq kms. The population of the Central Goldfields Shire is 13,483.

There has been negligible growth in population in Talbot over the last five years, with the addition of only 10 people. It is noted that the population of Talbot was 586 persons in 2006, and 715 in 2011. However the 2006/2011 figures are not comparable due to the use of different statistical geographic areas for those years. In regard to population projections, four scenarios for future dwelling growth in Talbot have been identified, from which future population estimates can be extrapolated from (refer to section 4.2 of this document).

The median age of people in Talbot is 59 years, compared to 52 in Central Goldfields, and 38 in Victoria. The median age in Talbot increased from 55 to 59 years from 2016-2021. A trend of an ageing population is particularly pronounced in Talbot, with the lack of new development seeing few younger households joining the community. 31.6% of Talbot's population is over 65 years, compared to 31.1% across the Central Goldfields, and 16.8% across Victoria.

The average household size in Talbot is 1.9 persons, compared with 2.1 in Central Goldfields Shire. Across the four largest settlements in the Shire, Talbot and Dunolly share the lowest average household size.

The median total weekly household income in Talbot increased from \$710 to \$733 between 2016 and 2021. A more significant increase occurred across the Central Goldfields Shire as a whole, where median total weekly household income increased from \$775 to \$904 over the same four year period.

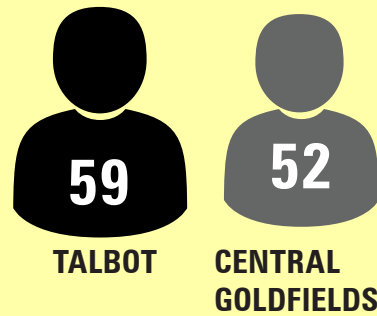
(Source: ABS Data, 2006, 2011, 2016 and 2021 & SGS Economics and Planning, Housing and Commercial Technical Assessment, 2022)

Statistics Snapshot

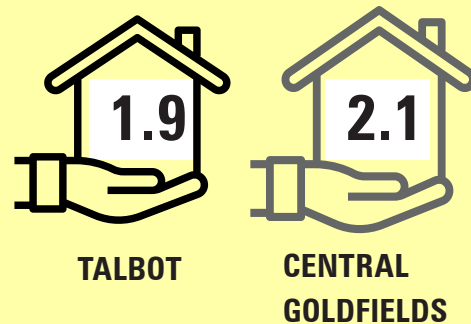
Talbot - Population



Median Age 6,035

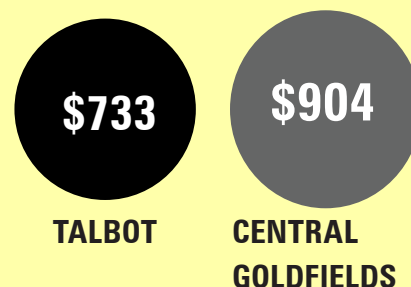


Average Household Size



65+

Median Total Household Income (Weekly)



2.3 Background Assessments

The following documents helped inform the development of the draft Structure Plan:

- *Talbot Structure Plan Technical Assessments* (Hansen Partnership, 2023)
- *Talbot Structure Plan Housing and Commercial Technical Assessment* (SGS Economics & Planning, 2022)
- *Bushfire Assessment to inform the Talbot Structure Plan* (Kevin Hazell Bushfire Planning, 2023)
- *Talbot Futures Structure Plan Discussion Paper* (Hansen Partnership, 2023)

2.4 Strategic Policy and Planning Context

This section provides a summary of the policy and planning context for Talbot. Further discussion of the policy context is provided in the Talbot Structure Plan Technical Assessments.

The regional role of Talbot in relation to the Loddon Mallee South region is reflected in the directions in the Loddon Mallee South Regional Growth Plan.

Regional Documents

- Loddon Mallee South Regional Growth Plan (2014)

This growth plan is the strategic land use plan for the Loddon Mallee South region, to guide growth and change for the next 30 years. The plan covers the local government areas of the Central Goldfields Shire, the City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire.

The plan notes that:

"The network of larger and smaller towns in the Loddon Mallee South region, most of which connect closely to Bendigo, are central to the region's unique character. Larger centres such as Gisborne, Kyneton, Castlemaine and Maryborough act as hubs to smaller surrounding settlements and rural areas both inside and beyond the regional boundaries. These larger centres offer a diversity of retail and community services and recreational and cultural opportunities, which complement those in Bendigo and Melbourne"

Talbot is identified within the category of 'towns and rural centres' in the settlement network of the plan (at the bottom end of the settlement hierarchy). Directions for small towns in the Regional Growth Plan (2014) are considered relevant. These include:

- Support the ongoing role of the region's small towns and settlements.
- Invest in liveability, infrastructure and urban design initiatives to make the region's small towns great places to live.
- Support the sustainability of small towns through investment and diversification of their economies and appropriate flexible zoning provisions.

In relation to Talbot, the Plan includes a future regional land use settlement action to "investigate the sewerage of some townships, including Talbot and Newbridge".

- Loddon Mallee Climate Ready Plan

The Plan prioritises climate change actions to be taken at the regional level that centre on the needs people most disproportionately impacted by climate change.

- North Central Regional Catchment Management Strategy 2021-2027

The overarching strategy for land, water and biodiversity management within the north central region. The Strategy provides a roadmap for all stakeholders to care for the region's catchments over the next six years.



View east up Camp Street from Ballarat- Maryborough Road

Municipal Documents (Shire-wide Focus)

- Central Goldfields Shire Council Plan 2021-2025
- Central Goldfields Shire Community Vision 2031
- Central Goldfields Shire Population, Housing and Residential Strategy 2020
- Central Goldfields Shire Council Integrated Transport Strategy 2020-2030
- Central Goldfields Shire Walking and Cycling Strategy 2017-2026
- Active Central Goldfields Recreation and Open Space Strategy 2020-2029.
- Central Goldfields Shire Heritage Review 2005
- Sustainability Action Plan 2012-2020
- Neighbourhood Safer Places Plan
- Tree Management Plan 2020-2024
- Positive Ageing Strategy 2021-2026
- Central Goldfields Shire Priority Projects Plan
- Climate Action Plan 2022-2030
- Economic Development Strategy 2020-2025
- Health and Wellbeing Plan 2021-2025
- Planning Scheme Review 2020
- Tourism & Events Strategy 2020-2025
- Township Tree Management Plan and Agreement, Central Goldfields Shire and Powercor Australia

Municipal Documents (Talbot Focus)

- Talbot & District Community Plan 2030
- Talbot Urban Design Guidelines 2016
- The Talbot and Clunes Conservation Study 1988

Central Goldfields Planning Scheme - Planning Policy

This section of the document summarises relevant planning policy within the Central Goldfields Planning Scheme. It is ordered thematically, rather than by clause number.

Settlement

Clause 02-03-1 (Settlement) identifies Talbot as a 'local community centre', the role of which is to provide "mainly day to day convenience shopping". This Clause also specifies that the townships' identity is "defined by town's heritage character, particularly Scandinavian Crescent and Camp Street". Relevant settlement strategies include directing development to infill lots that are suitable for development in Talbot and encouraging a more compact urban form.

Clause 11.01-1R (Settlement- Loddon Mallee South) includes the Loddon Mallee South Regional Growth Plan, where Talbot is identified in the settlement network as part of 'Town and Rural Centres'.

Clause 11.01-1L (Settlement - Central Goldfields) supports the provision of low density and rural living opportunities around the periphery of Talbot where they do not conflict with environmental and agricultural objectives and where infrastructure can be supplied in a cost-effective way.

State level Policy (at Clause 11.02-1S Supply of Urban Land) sets out the principles for identifying areas for growth and the expectations in terms of land supply.

Environment and Landscape Values

Clause 02.03-2 (Environmental and landscape values) highlights that there is a need to protect and enhance the natural environment to protect ecological processes while providing for continued land use change.

Protecting the Talbot districts' volcanic rises as a significant landscape is a key strategy at Clause 02.03-2 (Environmental and landscape values)

Clause 12.01-2S (Biodiversity) sets the objective of protecting and enhancing Victoria's biodiversity.

Clause 12.01-2S (Native Vegetation Management) seeks to ensure that there is no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation.

Environmental risks and amenity

The environmental risks and amenity policies are contained in Clause 13 and address a variety of issues including climate change impacts, bushfire risk, floodplains, soil degradation, noise, air quality and amenity, human health and safety.

Natural Resource Management

Planning policy for natural resource management is included at Clause 14. Generally, strategy revolves around preserving agriculture, water and natural resources whilst also managing conflicts with urban development.

Clause 14.02-2L (Water quality - Central Goldfields) seeks to ensure that any effluent disposal systems in unsewered areas are located and maintained to minimise the risk of pollution to waterways.

Built Environment

Clause 02.03-5 (Built environment and heritage) identifies that the main streets of Talbot and Dunolly are among the most intact heritage streetscapes in the Goldfields region, while the Talbot Structure Plan (Clause 02.04) identifies the central core of Talbot as a 'Conservation Precinct' where "historic urban form, heritage buildings and streetscapes" are to be protected and enhanced.

Clause 15.01-1 (Built Environment) contains policy for urban design, building design and subdivision design as well as strategies to achieve broader goals of achieving healthy neighbourhoods, neighbourhood character and design for rural areas.

Housing

Clause 16.01-1S (Housing Supply) includes the objective of facilitating "well-located, integrated and diverse housing that meets community needs". The objective of Clause 16.01-2S (Housing Affordability) is "to deliver more affordable housing closer to jobs, transport and services".

Clause 16.01-3S (Rural residential development) includes the strategy of managing development in rural areas to protect agriculture and avoid inappropriate rural residential development.

Economic Development

Clause 17.03-1L (Industrial land supply - Central Goldfields) encourages industrial development in rural areas and within unsewered urban areas where a number of criteria can be met. Industrial development is required to be connected to reticulated water, sewerage, power and stormwater facilities.

Clause 17.04-1S (Facilitating tourism) includes the strategy of encouraging the development of a range of well-designed and sited tourist facilities. Creating innovative tourism experiences is another strategy included at this clause.

Clause 17.01-1R (Diversified economy – Loddon Mallee South) includes the strategies of:

- support ongoing role and contribution of the region's small towns, settlements and non-urban areas through investment and diversification of their economies.

- support and develop emerging and potential growth sectors such as tourism, renewable energy, resource recovery and other green industries.
- Facilitate new manufacturing and food processing industries that build on supply chains and take advantage of well-located and affordable land
- Facilitate access to natural resources where appropriate, including sand and stone, minerals, timber and renewable energy potential.

On a regional basis (at Clause 17.04-1R Tourism – Loddon Mallee South), tourism opportunities in appropriate locations near heritage places and natural environments are to be facilitated.

Transport

Clause 18.01 (land use and transport) calls for the facilitation of access to social, cultural and economic opportunities by effectively integrating land use and transport.

The objective of Clause 18.01-3S is the facilitation of an environmentally sustainable transport system that is safe and supports health and wellbeing.

Infrastructure

Clause 19.01-2R (Renewable Energy - Loddon Mallee South) includes the strategy of supporting and facilitating development in renewable energy, waste to energy, carbon sequestration and other new energy opportunities.

Clause 19.02 (community infrastructure) addresses the provision of health, education, cultural facilities, open space and social and cultural infrastructure.

Clause 19.03-2S (Infrastructure design and provision) calls for the timely provision of efficient and cost-effective development infrastructure that meets the needs of the community.

State level policy for Integrated water management is provided at Clause 19.03-3S, and seeks the sustainable management of water supply and demand, water resources, wastewater, drainage and stormwater through an IWM approach.

On a regional basis (at Clause 19.03-3R Integrated water management. – Loddon Mallee South) ongoing investment in water infrastructure and management of water resources to enhance security and efficiency of water supply to irrigators, farms and urban areas is supported.

Clause 19.03-3L (Integrated water management – Central Goldfields) seeks to ensure that effluent disposal systems can be contained within a site, and the potential for pollution is minimised if reticulated sewerage is not available.

Central Goldfields Planning Scheme - Zones & Overlays

Township Zone (TZ) - Applies to the central core of the town. The local schedule (Central Goldfields Township) contains no variations.

Low Density Residential Zone (LDRZ) - Applies to a small area of land north of the township core, on the east side of the Ballarat – Maryborough Road. The local Schedule contains no variations.

Rural Living Zone (RLZ) - Applies to land surrounding the central core of the township. The local Schedule contains no variations.

Farming Zone (FZ) - Applies to land surrounding the township, beyond the Rural Living Zone. The local Schedule applies a minimum subdivision area of 40ha, and a minimum area for which no permit is required to use land for a dwelling also of 40ha.

Public Park and Recreation Zone (PPRZ) - Applies to the Talbot Recreation Reserve, Hard Hill Public Recreation Reserve, and the Talbot Ornamental Plantation.

Public Use Zones - Public Use Zones in the area include PUZ1 (Service & Utility), PUZ2 (Education), PUZ3 (Health and Community), PUZ6 (Local Government), PUZ7 (Other Public Use).

Transport Zone - State Transport Infrastructure (TRZ1) - Generally applies to the train line corridor.

Transport Zone - Principal Road Network (TRZ2) - Applies to the Ballarat – Maryborough Road and to the Lexton – Talbot Road.

Transport Zone - Significant Municipal Road (TRZ3) - Applies to Ballarat Street North, Avoca Road, Camp Street, Scandinavian Crescent, Oxford Street and Majorca Road.

Bushfire Management Overlay - Applies to parts of the Hard Hill Public Recreation Reserve and some RLZ lots on the western periphery of the study area. No local Schedule applicable.

Salinity Management Overlay - Applies to the whole of the study area. The local Schedule exempts the use and development of an outbuilding having an area of less than 120 square metres.

Erosion Management Overlay - Applies to the whole of the study area. The local Schedule exempts the use and development of an outbuilding having an area of less than 120 square metres.

Heritage Overlay - . HO208 (Talbot area) applies to all TZ land and RLZ parcels between Bond and Mt Greenoch Road to the south of the township core. HO132 applies to the Amherst Cemetery and is not currently listed in the local HO Schedule. HO125 applies to the Former Talbot Police Residence and Lock-Up at 19 Heales Street.

Land Subject to Inundation Overlay (LSIO1) - Applies to a large swathe of land that in part follows the general alignment of Back Creek, and in part follows the general alignment of the Ballarat Maryborough Road.

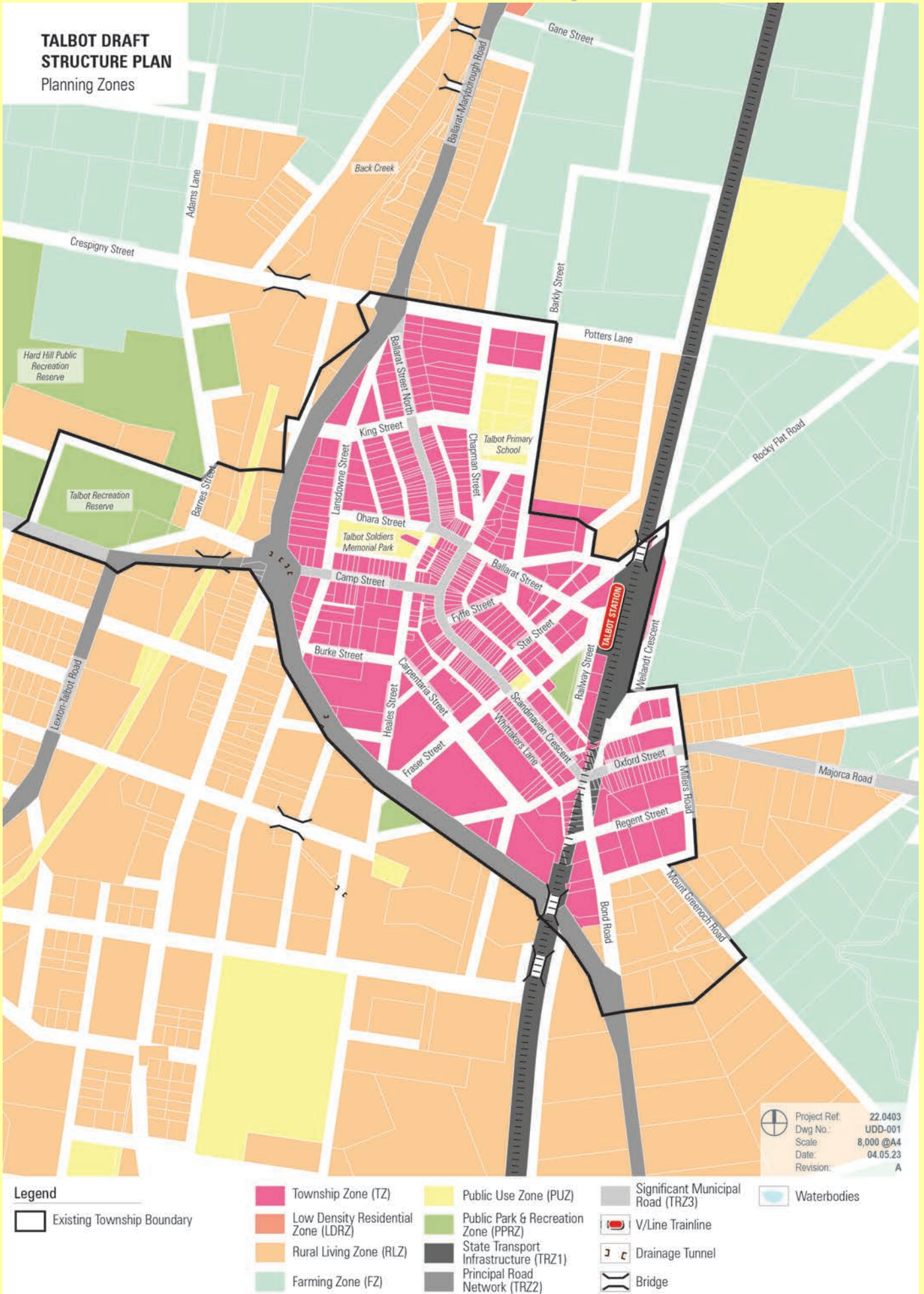


Figure 3: Existing Zones Map



Figure 4: Existing Planning Overlays

2.5 Community Consultation

Overview

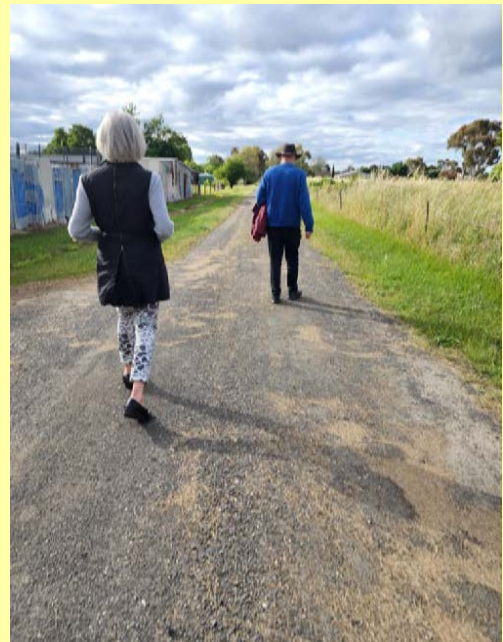
It is vital that the values of the community are heard and included in the planning process. The community is the heart and soul of a small town and has an intimate understanding of the town’s values, potential opportunities and the key issues which could have a bearing on future growth potential. The community and stakeholder consultation that has been undertaken thus far has been integral to the development of this draft structure plan and progress with the wider Talbot Futures project. The community engagement process for Talbot Futures began in October 2022 and has so far included the following elements:

- **Talbot Futures News** - is a multi issue limited run publication in both poster and newsletter formats designed to inform, connect and spark conversations with and between locals around the sewerage upgrades and structure planning process. Issues were published in October 2022, November 2022 and March 2023.
- **Walk & Talk** - On November 23rd 2022, Talbot locals, the project team, Key Council Staff and Stakeholders gathered for a place audit and creative conversation.
- **Talbot Futures Community Design Lab** - A community design lab took place on March 25th 2023, in which the community were invited to help explore the details of Talbot’s possible futures.
- Activities and surveys which were shared in issues of Talbot Futures News, via email, on local community social media pages and promoted online by Council using their website and social media pages.

A brief summary of engagement findings is available in the *Talbot Futures Vision Report*, and a more detailed summary of engagement findings is available in the *Talbot Township Function and Identity Study* (both prepared by Hello City).



Talbot Futures News Poster in a window in town



Participants in the 'Walk and Talk' across Talbot, as part of the Place Audit



Community Design Lab

2.6 Drivers of Change and Guiding Issues

Based on the background work carried out as part of this project, a number of key issues and drivers of change have been identified. They have been summarised as follows:

SEWERAGE

The provision of sewerage to the township is the key driver of change.

HERITAGE

The heritage of Talbot, including but not limited to the historic urban form, heritage buildings and streetscapes, needs to be protected and enhanced as Talbot grows.

CHARACTER & MANAGING CHANGE

New development will need to be sympathetic to the character of the town. Change will need to be carefully managed.

COMMERCIAL

The town has a limited commercial offer. A supermarket and pharmacy are currently absent.

POPULATION & DEMOGRAPHICS

Talbot's population is stable and ageing, but new development could change the demographic mix.

HOUSING

Provide an attractive alternative to larger towns and ensure housing remains affordable.

TOURISM

The World Heritage bid of Central Victorian Goldfields, if successful, could have a significant impact.

RISKS

Change in Talbot will need to be planned in relation to bushfire and flood risk.

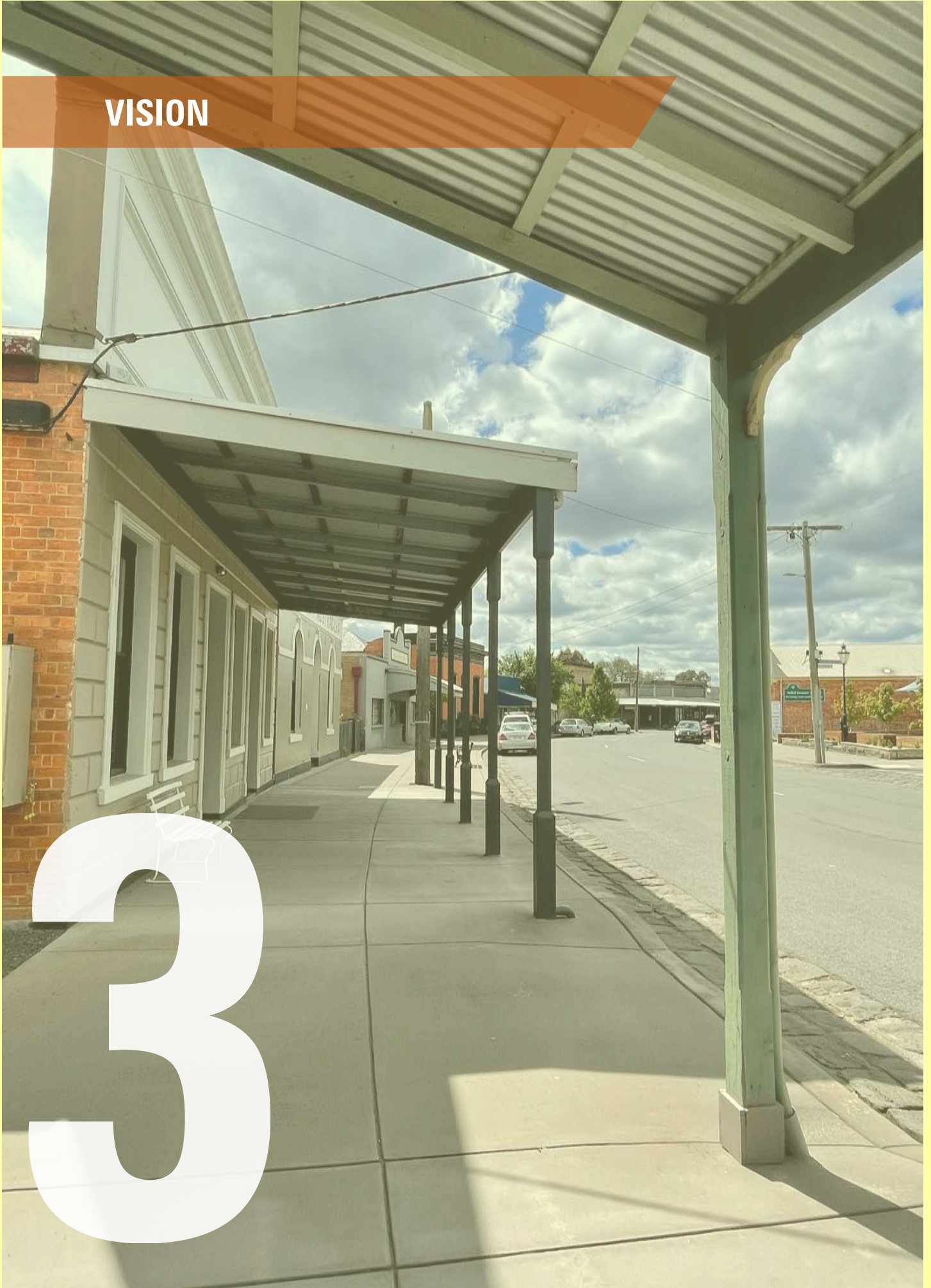
MOVEMENT

Better connecting the town core to the recreation reserve and supporting walking and cycling across the town.

ACCOMMODATING GROWTH

Keeping the town compact, but also identifying the opportunity for some new adjoining areas, if and when the need arises.

VISION



3.1 Vision Statement

A vision statement has been prepared for Talbot.

The vision statement has been shaped by 2 stages of consultation with the Talbot community.

The vision states a preferred future for the town, and seeks to encapsulate the needs and aspirations of the community.

Talbot offers a peaceful respite from city life. The community is growing slowly and steadily, with visitors and new residents enjoying the personality, charm and history of the town. Locals both new and old put down deep roots, know their neighbours and have a strong sense of pride in place.

The town has everything you need for a comfortable life including sewerage, local doctors, a pharmacy, a choice of places to eat, a small independently run supermarket and a thriving monthly market. Local employment is limited; most locals commute or drive to nearby towns to work using regular public transport services or they take advantage of improved internet and phone connection to work remotely.

Walking around the township, you will discover its historic core with small houses, both new and old, knitted together tightly on small original lots that extend the look & feel of Scandinavian Crescent. Larger surrounding properties in the township have spacious gardens with wide views of big skies, sunsets and the landscape. Contemporary homes and well-preserved historic architecture strike a sensitive balance between past and present.

Both young families and those looking to enjoy retirement will find a welcoming and secure place to call home in Talbot. It has a thriving kindergarten and primary school and accessible housing for people on fixed or lower incomes. Older residents are included socially and economically and the town has high walkability and many targeted community programs for both the young and old alike. It also boasts dedicated housing with universal design that allows residents to age in place.

Full of trees and birds, Talbot is known for its beautiful gardens and landscapes, with shady streets, community projects and green backyards. It is surrounded by farmland, & natural iron-bark and grassy woodland. It is a place of beautiful journeys, with forest paths, cobblestone lanes & myriad walking & cycling paths.

Talbot tells the stories of its past and present; celebrating the living culture of Dja Dja Wurrung people and preserving its Gold Rush past. Making a home in Talbot is an invitation to be part of a living history, and join a friendly, well-knit community.



Signage and materiality along Scandinavian Crescent



The outdoor space at Market Square



St Michael and All Angels Anglican Church



Post Office on Camp Street - an important focal point at present

STRUCTURE PLAN ELEMENTS



4.1 About the Elements & Future Urban Structure

About the elements

This section outlines the Structure Plan for Talbot, which identifies a roadmap for the future planning of the town. It is broken into a number of key elements which each have a range of objectives, strategies and actions to assist with implementation. Each element has been informed by the overarching directions provided by the Vision.

The key elements are outlined as follows:

- Land Use
- Housing Choice, Diversity & Affordability
- Character, Heritage & Design
- Tourism & Economic Development
- Access & Movement
- Community Infrastructure
- Environment & Landscape
- Environmental Risks & Climate Change
- Physical Services & Infrastructure

The structure of each section is as follows:

- **Overview:** provides either an overview/summary, or discussion by theme, of the key issues of each element to assist with understanding the topic and approach taken.
- **Objectives:** identifies high level statements that provide direction for each Structure Plan element.
- **Strategies:** outlines key ways in which the objectives should be achieved.
- **Actions:** sets out key tangible actions to implement the strategies such as further Council works, Strategic Projects and planning scheme changes, etc.

Future Urban Structure

The overall Structure Plan is outlined in Figure 5.

The key physical elements of the Structure Plan are outlined below:

- Direct new housing to areas within the existing Township Zone, and rezone to either the Neighbourhood Residential Zone or General Residential Zone.
- Identify a medium term potential growth area ('Area B'), and rezone if and when needed.
- Identify two longer term potential growth areas ('Area D - RLZ part' and 'Area P'), and rezone if and when needed.
- The Township boundary can be expanded in the medium term to include 'Area B' if rezoned. The Township boundary can be expanded further in the longer term to include 'Area D' (RLZ part) and 'Area P', should those Areas be rezoned.
- Identify a Commercial Town Centre area and rezone that area to a Commercial 1 Zone.
- Create a new northern open space corridor in the vicinity of areas subject to flood risk, with the potential to link that open space to the Back Creek Corridor
- Investigate the development of a Nature Trail along Back Creek.
- Investigate the relocation of the Transfer Station.
- Continue implementing further construction of footpaths, and undertake on-road painting of heritage bicycle trails. Better connect the core of the town to the recreation reserve.

Strategies and Actions relating to other matters such as heritage controls, and design controls for new development are discussed in the relevant sub-sections of the Structure Plan.

4.2 Land Use

Population and Dwelling Growth

State Planning Policy requires that local governments plan to accommodate projected population growth over at least a 15- year period and provide clear directions on locations where growth should occur. Residential land supply is to be considered on a municipal basis.

A 2019 Residential Land Supply and Demand Assessment (by Spatial Economics) found that in aggregate, there is 18-25 years of zoned urban residential land supply in Central Goldfields Shire. However there is a mismatch between supply and demand geographically - Maryborough is where demand is concentrated (based on historical trends) but most capacity is in other townships.

According to ABS census data, Central Goldfields Shire population increased by 490 people between 2016 and 2021 with an average annual growth rate of 0.8%. Talbot’s population growth was relatively modest in the context of the Shire over that recent five year period, at an annual rate of 0.5% (from 442 to 452). There were 288 private dwellings in Talbot as of 2021.

In Talbot, historical growth has been negligible due largely to the lack of sewerage. The town is seeing relatively little building activity. With the proposed introduction of sewerage to Talbot, the potential for more significant growth and development is unlocked.

Analysis by SGS Economics and Planning in its ‘Housing and Commercial Technical Assessment’ identified four housing growth scenarios for Central Goldfields Shire and Talbot, as reproduced below:

Scenario	Shire-wide AAGR (dwellings)	Share of growth for Talbot	Additional dwellings required 2020-2051	Total Dwellings 2051	Additional dwellings per year 2021-2051
1 VIF19	0.6%	4%	55	343	2
2 Recent Growth	0.9%		86	374	3
3 Big Melbourne	1.1%	16%	435	723	15
4 Post-Covid	1.5%		631	919	21

The first three scenarios assume the growth rates identified in the 2020 Population, Housing & Residential Strategy (based in the 2019 Supply and Demand Assessment). VIF19 and Recent growth scenarios are based on historical trends and State Government forecasts and anticipate relatively modest growth for the shire in the future. The ‘Big Melbourne’ scenario envisions somewhat greater growth in larger nearby centres.

The fourth scenario (post-COVID) builds on the these assumptions and factors in additional growth due to entrenched post-COVID pull factors and strategic interventions that unlock additional land for development, ultimately resulting a growth rate less than but more closely resembling that seen in the nearby Mount Alexander LGA.

The scenarios also anticipate the share of growth across different townships of the Shire. The first two scenarios assume a spread of development broadly reflecting historical trends (i.e. growth being concentrated in Maryborough), while the two scenarios with higher growth assume higher shares of Shire-wide development in Talbot and Carisbrook.

The Structure Plan has been prepared to respond to the ‘upper’ scenario (Scenario 4), which suggests an additional 631 dwellings between 2020-2051, requiring around 21 additional dwellings per year.

For the purpose of identifying a population size of Talbot at 2051, assuming an average household size of 1.9 (which may vary over time), and a total number of dwellings of between 723 and 919 (reflecting the two higher scenarios), a rounded population of between 1374 - 1746 could be anticipated.

Housing - Existing Capacity

There were 288 private dwellings in Talbot as of 2021. There are numerous vacant allotments (across a range of sizes) in the township, including some very small lots from 19th century subdivisions. Development and subdivision within the Talbot township is largely restricted at present by a lack of existing sewerage system.

Currently, a minimum site area (5,000sqm) is needed to provide for onsite sewerage disposal (with that size including a sufficiently sized effluent field, dwelling, garden, sufficient setbacks of the fields to boundaries, etc).

According to the *Population, Housing and Residential Settlement Strategy* (adopted May 2020), fifteen (15) additional dwellings is considered the realistic unsewered capacity for Talbot township. This is based on findings from within the Residential Land Supply and Demand Assessment which informed that Strategy.

The assessment identified that in March 2019, zoned broadhectare lot supply in Talbot was 15 lots, while there was 39 vacant urban lots.

Hansen Partnership undertook an assessment of future development capacity of existing township zone areas in the event that they were seweraged. That estimate made a number of assumptions, which are detailed in the *Talbot Structure Plan Technical Assessments* document, including that future subdivision would be limited to creating lots with a minimum subdivision size of 400sqm. Under the seweraged scenario, it was estimated that an additional 718 lots could hypothetically be developed in the existing Township Zone area. That figure is an estimate only and does not address the range of considerations which could reduce the effective capacity in some existing Township Zone areas.

Housing - Future Approach

Given the significant potential for infill development within existing Township zone boundaries if sewerage is provided, it is considered that infill development within the Township zone area should be supported as the priority to meet housing demand.

SGS Economics and Planning have identified in its assessment, that optimistic growth rates such as that suggested by the 'Post-Covid' Scenario are unlikely to be achieved given existing lot and ownership fragmentation in the township, without orderly infill development and potentially, the addition of modest, adjacent town extensions in conventional or low-density residential precincts. It is noted that the forecasts may be subject to potential refinements to finalise demand forecasts.

Accordingly, it is appropriate for this Structure Plan to consider and identify potential areas for residential expansion, if and when needed.

In identifying areas for future urban expansion and consequentially rezoning, a range of matters have been considered, including but not limited to:

- Whether the land is contiguous to the existing urban boundary and has the ability to be integrated into the existing road network.
- Current zoning of the land.
- Proximity to existing services and facilities.
- Capacity to be serviced by physical infrastructure.
- The level of bushfire risk.
- The presence of clear, defined and defensible boundaries.
- Slope, drainage or flooding constraints.
- The need to avoid impacts on ecological values.
- The need to avoid impacts on high quality agricultural land.
- Potential for visual impact on main road entries.
- Desirability for residential use.
- Proximity to incompatible uses.
- Whether development will provide for market choice.

Housing Growth Potential in Different Areas

Different areas across the existing Township Zone and in the immediate surrounds were identified to help facilitate a finer grain analysis of housing growth potential across Talbot (refer to Figure 6 on page 28). Directions for each area are provided below.

Area A

- This is an area west of Ballarat - Maryborough Road, comprising property not currently within the Township Zone. It has poor connectivity to the main settlement area.
- It is located in an area that the Bushfire Assessment prepared for the Structure Plan identified as being at the middle to higher end of bushfire risk in Victoria (Landscape type 3 area). That assessment recommends that new subdivisions to enable growth be directed to land east of Ballarat-Maryborough Road (described as Landscape type 2 areas).
- Not suitable for urban expansion.

Area B

- This area is not within the township boundary and is currently zoned for rural living. It benefits from close proximity to the train station and Primary School.
- There is some existing development on Barkly Street and off Potters Lane. The area includes some larger lots.
- A drainage line runs east-west along Potters Lane and a small EVC is located near the train line.
- Includes a small section with a high Strategic biodiversity value (from desktop analysis).
- This area is considered a logical extension to the township to the north east. Potential to rezone in the medium term to GRZ or NRZ to support resubdivision of larger lots to support town growth.
- Rezoning is subject to determining the impacts of an EPA buffer from the Landfill and Transfer Station, potential relocation of the Transfer Station, and further investigations including potential land contamination, ecology and bushfire risk.
- Coordination of orderly subdivision of this area via a Development Plan Overlay would be required.

Area C

- This is an area not currently within the township boundary, located east of the railway line, and north-east of the township. The area is within the Farming Zone. The railway line presents a barrier to town centre access.
- The area is close the existing Talbot Transfer Station and Landfill, and may be impacted by the presence of an EPA buffer. Further investigation into potential land contamination risk required.
- Not suitable for urban expansion at this point in time. In the longer term, review the growth potential again.

Area D

- This is an area to the east of the railway line, and beyond Area E. It is not currently within the township zone boundary.
- It is largely within the Rural Living Zone, with some land in the Farming Zone.
- Presence of some EVCs and a large section with moderate Strategic biodiversity value (from desktop analysis)
- Potential longer term opportunity for the Rural Living Zone part of this area to be a secondary growth area (after Area B).
- Potential longer term rezoning options for the Rural Living Zone part of this area could include the GRZ or NRZ and/or a Low Density Residential Zone (LDRZ).
- Potential longer term rezoning is subject to addressing a range of issues including the impacts of an EPA buffer from the Landfill and Transfer Station, and the findings of further investigations such as potential land contamination, ecology, and bushfire risk.
- In the event of a longer term rezoning being supported, coordination of the orderly development of the area via a Development Plan Overlay is recommended.

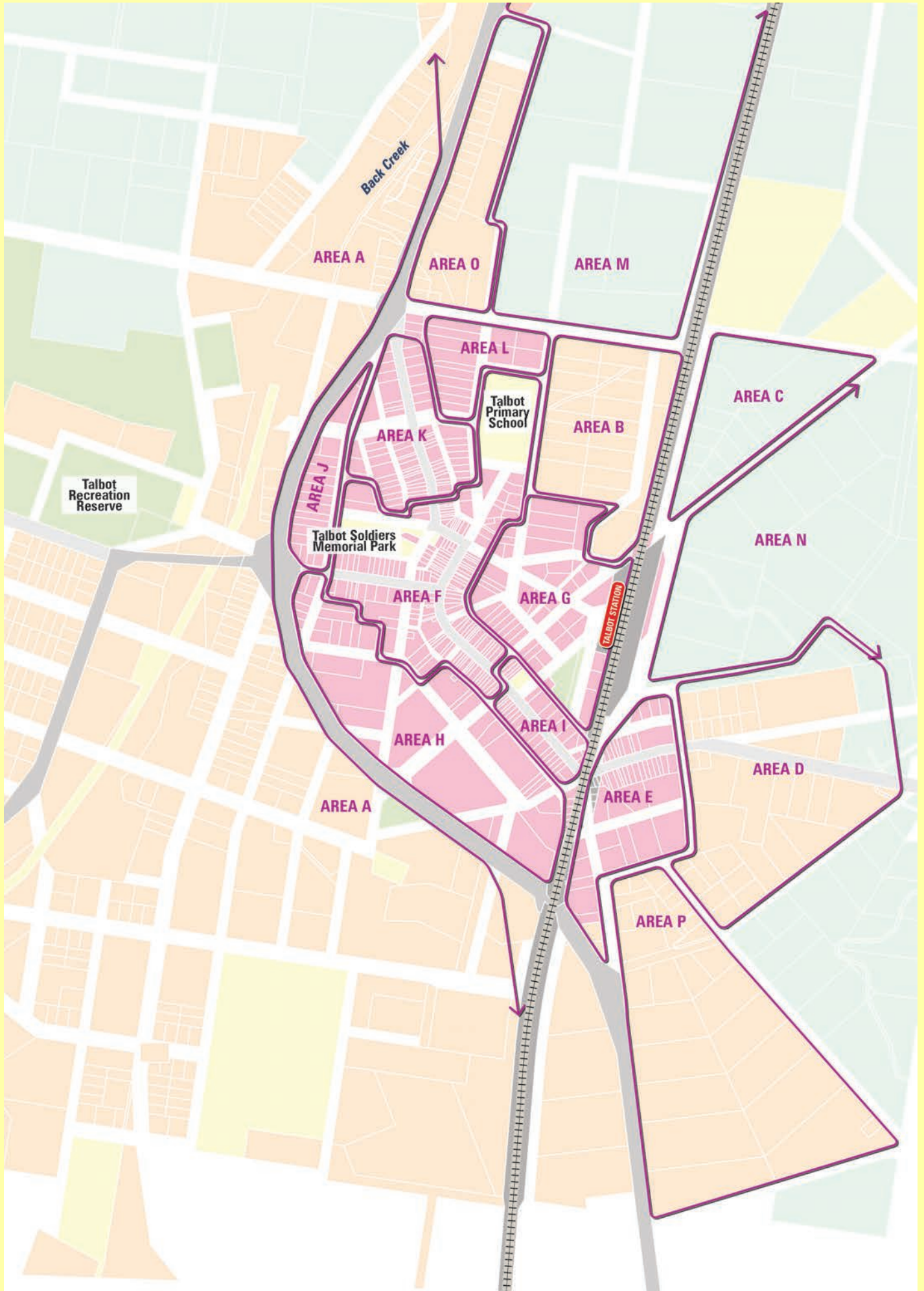


Figure 6: Areas reviewed in relation to growth potential

Area E

- This area is within the township boundary. Lots are largely within the Township Zone except for some TRZ1 and two small RLZ parcels.
- It is to the east of the railway line. It includes part of the Bond Street entry route to the township.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred.
- Rezone to either GRZ or NRZ except for the RLZ parcels at township gateway from Ballarat-Maryborough Road.

Area F

- This area includes the historic core of the township, and a number of significant heritage buildings.
- There are a number of small lots, particularly along Scandanavian Crescent. This may limit future subdivision potential, although subdivision on some lots may be possible.
- New development will be possible but will need to carefully respond to the sensitive heritage context in this area.
- Rezone in part to either NRZ or GRZ and Town Centre to C1Z (Refer to the discussion under the 'Town Centre and Commercial' sub-section on page 31 in relation to proposed C1Z).

Area G

- This area comprises a section of the existing township generally between the Railway Station and Scandanavian Lane. Includes a historic threatened fauna record.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred.
- Rezone to either GRZ or NRZ.

Area H

- A large area located to the south of the town core and abutting Ballarat-Maryborough Road. It comprises a significant amount of vacant or underutilised land.
- Highly visible location on main road and at town gateway which provides a rural setting for historic core. Includes a small area subject to flooding (per updated flood mapping) to the north-west portion of the area close to Camp Street. Includes an EVC area and a section with moderate Strategic biodiversity value (from desktop analysis), and historic threatened fauna record.

- A small number of properties are within an area of Aboriginal cultural heritage sensitivity. Development potential of land within that area would need to be further reviewed.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred. Rezone to either GRZ or NRZ.
- Coordination of orderly subdivision of area would be required, with consideration of access, provision of physical infrastructure, flood risk and protection of ecological values. A Development Plan Overlay should be applied to most of the area.

Area I

- Includes properties fronting Scandanavian Crescent west of the Railway line, through to Fraser Street and Star Street.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred. Rezone to either GRZ or NRZ.
- Development will need to be responsive to highly visible location at entry to historic core.

Area J

- Located north of Camp Street, between Ballarat-Maryborough Road and Lansdowne Street.
- Within an area of Aboriginal cultural heritage sensitivity. Also includes a small area subject to flooding (per updated flood mapping) near Camp Street. Visual sensitivity adjacent to Ballarat-Maryborough Road.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred. Rezone to either GRZ or NRZ.
- Development would need to be sensitive to highly exposed location and minor flood risk. Development potential within the area of Aboriginal cultural heritage sensitivity would need to be further reviewed.

Area K

- Located to the north of the town core, and dissected by Ballarat Street North. Existing subdivision pattern includes a number of smaller legacy lots.
- Development will need to be responsive to visually prominent location as northern gateway to historic core.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred. Rezone to either GRZ or NRZ.

Area L

- Located at the northern edge of the Township zone area. Includes a small area subject to flooding (per updated flood mapping). Includes a section with moderate strategic biodiversity value (from desktop analysis), and potential threatened flora record.
- Considered to have potential for further subdivision and redevelopment of existing lots if sewerred. Rezone to GRZ or NRZ.
- Rezoning is subject to resolving the impact from any EPA buffer from the existing Talbot Transfer Station and Landfill on this area.
- Coordination of orderly subdivision of area would be required, with consideration of access, provision of open space corridor, provision of physical infrastructure, and ecological assessment. A Development Plan Overlay should be applied.

Area M

- This area is located outside the township boundary, to the north of Potters Lane (and east of Area O). It is within the Farming Zone. A large parcel in this area has been developed with an Olive grove.
- Part of the area is within an area of Aboriginal cultural heritage sensitivity. A large part of the Area is also within an area where the introduction of bushfire hazards should be avoided.
- The area is to the west of the existing Talbot Transfer Station and Landfill, and may be impacted by the presence of an EPA buffer.
- Not recommended for urban expansion.

Area N

- Located east of the Train Station, but with no nearby access across train line. Not currently within the Township boundary, and zoned Farming Zone.
- The area is to the south/south-east of the existing Talbot Transfer Station and Landfill, and may be impacted by the presence of an EPA buffer. Further investigation into potential land contamination risk required.
- Review growth potential again in the longer term.

Area O

- Largely within the Rural Living Zone, with some Farming Zone.
- Within an area of relatively higher bushfire risk. Includes a small area subject to flooding (per updated flood mapping). Partly within an area of Aboriginal cultural heritage sensitivity.
- Not recommended for urban expansion.

Area P

- Within the Rural Living Zone.
- Presence of some EVCs and large section with moderate Strategic biodiversity value (from desktop analysis).
- Potential longer term opportunity for this Area to be a secondary growth area (after Area B).
- Potential longer term rezoning options could include the GRZ or NRZ and/or a Low Density Residential Zone (LDRZ).
- If the GRZ or NRZ were contemplated, those zones would likely be more appropriate for the northern part of Area P, than the remainder of Area P.
- A potential longer term rezoning must be subject to findings from further investigations, including land capability, ecology, bushfire risk, visual impact and any buffer distances needed from the Timberyard on Biltons Lane.
- In the event of a longer term rezoning being supported, coordination of the orderly development of the area via a Development Plan Overlay is recommended.

The Township Zone, General Residential Zone and Neighbourhood Residential Zone

While the Township Zone provides flexibility in a small town context, it is not generally considered to be aligned with a move towards a clearly defined town structure in Talbot, comprised of a legible and defined town centre surrounded by residential areas.

The application of either the Neighbourhood Residential Zone or General Residential Zone to existing Township Zone areas and also to 'Area B' (in the short-medium term) is proposed by the Structure Plan. The use of only one of either the NRZ or GRZ is recommended, not both.

The selection of either the GRZ or NRZ should be consistent with the directions provided in *Planning Practice Note 91: Using the Residential Zones*.

Minimum Subdivision Size

In relation to 'greenfield development', the Talbot Urban Design Guidelines (Michael Smith & Associates, 2016) included as a principle the setting of a 400sqm minimum lot size for new residential development.

That minimum lot size is considered to be a suitable guide to utilise in defining an appropriate minimum lot size for applications to subdivide land in Talbot, if used with other design-focused controls. It is noted that 400sqm is a minimum, and applicants can pursue larger new lots in response to market demand.

A 400sqm lot minimum subdivision size should be supported across areas that transition from the Township Zone to either the General Residential Zone or Neighbourhood Residential Zone, and potentially 'Area B' should it be rezoned. A minimum subdivision size could be applied via a Design and Development Overlay Schedule or via a Schedule to the Neighbourhood Residential Zone.

There may also be an opportunity to provide some discretion to allow a variation to the subdivision size requirement, for small scale unit developments.

A 2000sqm (0.2ha) minimum lot subdivision size is provided in the Low Density Residential Zone (if reticulated sewerage is provided), which in the longer term is an option for 'Area D' and 'Area P'.

These minimum lot sizes for subdivision should be subject to review by a Bushfire Planning Expert.

Township Boundary

The Township boundary can be expanded in the medium term to include 'Area B' if rezoned. The Township boundary can be expanded further in the longer term to include 'Area D' (RLZ part) and 'Area P', should those areas be rezoned.

Commercial & Town Centre

SGS Economics and Planning (2022) has estimated that within the Township Zone areas of Talbot there is approximately 3,430sqm of active commercial space (albeit with 'part time' opening hours).

Active commercial sites are located across Central Talbot, generally concentrated around Camp Street, Ballarat Street, and Scandanavian Crescent. They are single-storey, historical buildings. There are also a number of these buildings that are not currently in use and have been converted to dwellings, or remain vacant.

Types of active commercial space uses include accommodation, dining (cafes) and retail shops. The post-office doubles as a general store, servicing day-to-day needs of the township. Two local markets also run in central Talbot once a month. The vision statement for Talbot also identifies a future desire for a pharmacy in the town.

Maryborough and Clunes are the nearest towns where Supermarket shopping is available. The potential future residential growth in Talbot should be supported by additional retail floorspace in town, allowing residents to meet more needs locally.

SGS Economics and Planning have analysed the potential future retail needs of Talbot, drawing on comparisons with small towns of Harcourt and Newstead. Their analysis suggests that a small supermarket of 500-600sqm of floorspace, potentially supported by 2-3 smaller shops (of approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years' time (assuming approximately 15-20 dwellings a year).

The Structure Plan presents an opportunity to clearly identify a Town Centre in Talbot. The area identified is considered to be relatively compact, to improve vibrancy, and support walkability. A potential small scale supermarket and 2-3 additional smaller shops would ideally locate within the town centre, potentially within a converted former shop building, to avoid the possibility of 'out-of-centre' development undermining the town centre in the long term.

It is considered appropriate to rezone a 'town centre' area (as identified on the Land Use Plan), to the Commercial 1 Zone to encourage the consolidation of commercial uses in that area, and to manage the intrusion of non-commercial uses.

The use of the Neighbourhood Residential Zone or General Residential Zone in the areas surrounding the town centre will prevent retail premises (other than Convenience Shop, Food and drink premises, market, and plant nursery). Uses such as a medical centre (subject to conditions) and home based businesses would however be permitted as of right.

Other Land Use Directions

As towns grows, the sustainable management of waste becomes increasingly important. In addition, these types of facilities are often associated with planning controls which seek to reduce the amount of residential development in proximity in order to minimise land use conflicts and amenity issues for those residents. Talbot's Transfer Station is currently located on public land to the north east of the township. The location of this transfer station should be reviewed, with potential relocation considered to avoid impacting upon growth potential.

There will also be a need to further investigate to confirm the EPA buffer requirements to the Transfer Station and former Landfill site.

The location of a potential sewerage treatment plant to service the town will also need to be resolved, with a buffer applied to manage potential off-site amenity impacts.

The approach to development potential in Rural Living Zone areas should be reviewed as part of a municipal-wide Rural Living Strategy.

Potential Anomalies

It is recommended that the application of the Transport Zone along the railway corridor, particularly at the corner of Bond Street and Oxford Street, be reviewed with the relevant authority to confirm its present accuracy.

Council should review Council-held properties to determine if the current zoning is appropriate for current and potential future uses.

OBJECTIVES	
01.1	To manage growth and development in Talbot in a coordinated and sustainable manner that ensures Talbot retains its character.
01.2	To ensure a sufficient amount of land is available for residential development over the next 15 years.
01.3	To broaden the commercial offer in the township, direct commercial uses to appropriate locations, and identify a commercial town centre of Talbot.
01.4	To define a township boundary to consolidate township growth around existing services and prevent unsuitable expansion.
01.5	To ensure the zoning regime across Talbot is appropriate for current and potential future land uses.

STRATEGIES	
S1.1	Encourage infill development on vacant lots within the township boundary, as the first priority.
S1.2	Support new residential development across the township in areas to be rezoned to either GRZ or NRZ.
S1.3	Support subdivision of larger lots within the township boundary.
S1.4	Support subdivision of land in GRZ or NRZ areas to a minimum of 400sqm.
S1.5	Support the provision of reticulated sewerage to enable residential development.
S1.6	Encourage the consolidation of existing very small lots into larger allotments in GRZ or NRZ areas.
S1.7	Consider rezoning identified potential future growth areas (Area B, Area D - RLZ part, & Area P) if and when needed, subject to further investigation.
S1.8	Utilise the Development Plan Overlay where appropriate to ensure coordinated and orderly development.
S1.9	Review the growth potential of Area C and Area N as required.
S1.10	Review the extent of Rural Living Zone land around Talbot
S1.11	Identify parts of Scandinavian Crescent and Camp Street as the commercial town centre & rezone to C1Z.
S1.12	Support the establishment of new businesses in heritage shop buildings in the town centre.
S1.13	Support appropriately located and designed proposals for a small supermarket in the town centre.
S1.14	Support commercial proposals in the town centre.
S1.15	Contain growth within an identified township boundary, that can be expanded to include recommended areas for rezoning.
S1.16	Review zoning anomalies across Talbot, and check the zoning of Council-held properties.

Land Use Actions - over the page...

ACTIONS	
A1.1	<p>Undertake the following zone changes:</p> <ul style="list-style-type: none"> Rezone the Commercial Town Centre indicated on the Land Use Plan to C1Z. Rezone remaining existing Township Zone land to either a GRZ or NRZ. In the medium term, consider rezoning 'Area B' to either the GRZ or NRZ if appropriate subject to determining the impacts of an EPA buffer from the Landfill and Transfer Station, potential relocation of the Transfer Station, and further investigations including potential land contamination, ecology, and bushfire risk. In the longer term, consider rezoning 'Area D' (RLZ part) to the GRZ, NRZ and/or LDRZ if appropriate, subject to determining the impacts of an EPA buffer from the Landfill and Transfer Station, potential relocation of the Transfer Station, and further investigations including potential land contamination, ecology, and bushfire risk. In the longer term, consider rezoning 'Area P' to the GRZ, NRZ and/or LDRZ if appropriate, subject to further investigations, including ecology and bushfire risk, visual impact, and any buffer distances needed from the Timberyard on Biltons Lane. If the GRZ or NRZ were contemplated, those zones would likely be more appropriate for the northern part of Area P, than the remainder of Area P.
A1.2	<p>Undertake the following overlay changes:</p> <ul style="list-style-type: none"> Apply a 400sqm minimum lot subdivision size via a Design and Development Overlay to the future NRZ or GRZ areas, or potentially via a Schedule to the NRZ. Apply a Development Plan Overlay to 'Area L', and most of Area 'H' to coordinate orderly development in these areas, and require further assessments/ investigations. In the medium term, consider applying a Development Plan Overlay to 'Area B', to coordinate orderly development, and require further assessments/investigations. In the longer term, consider applying a Development Plan Overlay to 'Area D' (RLZ part) and 'Area P', to coordinate orderly development, and require further assessments/ investigations.

ACTIONS (Continued)	
A1.3	In the longer term, review the growth potential of 'Area C', and 'Area N', as required.
A1.4	Include the township boundary in Local Policy to provide certainty and clarity for future growth opportunities and to ensure development avoids more sensitive locations.
A1.5	Review and expand the township boundary to include growth areas if rezoned.
A1.6	Review potential zoning anomalies and rectify where appropriate.
A1.7	Review the zoning of Council-held properties to ensure zoning is appropriate for current and potential future uses.
A1.8	Undertake a Rural Land Strategy that includes a review of RLZ areas around Talbot.
A1.9	Monitor the rate of development after the provision of sewerage infrastructure.
A1.10	Include relevant objectives and strategies from this structure plan element in a local policy relating to Talbot, where appropriate.

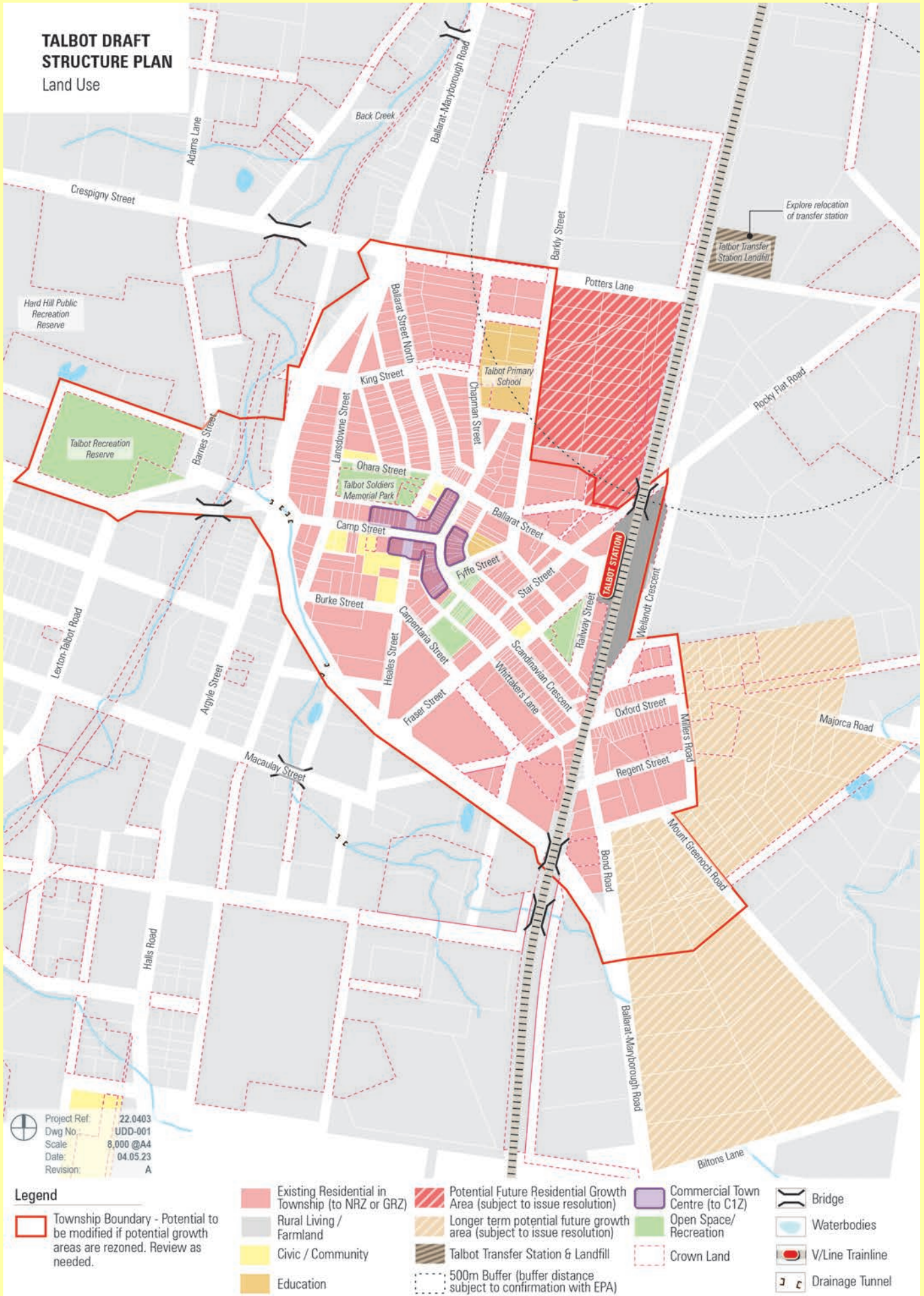


Figure 7: Land Use

4.3 Housing Choice, Diversity & Affordability

Overview

At present, more than 90% of the existing housing stock in Central Goldfields Shire is comprised of single detached dwellings. This type of housing is also observed to dominate across Talbot. Greater housing diversity will likely be required to cater to different housing needs of a larger Talbot, comprising both ‘existing’ and ‘new’ residents.

Population growth in Talbot will increase the mix of people and will influence the type and style of housing required to meet their needs. A mix of housing options is important for young families, first home owners and single and shared households

Consideration will also need to be given to the housing needs of an ageing existing population in Talbot. Housing diversity is particularly important for older people in the community who may seek alternatives to the traditional family home as they age. Being able to provide housing options, including smaller dwellings or retirement/ aged care living, is very important to ensure that people can “age in place” and remain within their community.

An analysis of rent and mortgage repayments in Talbot and Central Goldfields is provided in the Housing and Commercial Technical Assessment prepared by SGS Economics and Planning. This assessment found in relation to Talbot that:

- Median weekly rent in Talbot increased from \$85 in 2011 to \$160 in 2021.
- Median monthly mortgage repayments slightly decreased overall between 2011-2021 from \$900 to \$867.
- Households in Talbot are spending around 20% of their income on weekly rent, or around 27% of their income on monthly mortgages in 2021. This means that media household rent/ mortgage costs are currently within an acceptable range to avoid housing stress on average (where 30% of a low-income households income being spent on housing costs is generally considered a threshold for experiencing housing stress).

It will be important to ensure that as Talbot grows, housing costs remain relatively affordable for lower-income households.

OBJECTIVES

- | | |
|-------------|---|
| O2.1 | To encourage housing diversity to cater for different housing needs. |
| O2.2 | To provide a greater level of affordable housing within the township. |

STRATEGIES

- | | |
|-------------|--|
| S2.1 | Support diverse housing typologies, and retirement / aged care living at a scale, density and design that respects the character and heritage qualities of the town. |
| S2.2 | Support the development of good quality affordable housing. |
| S2.3 | Support innovative housing models that increase the mix of housing options, and respond to community needs. |
| S2.4 | Encourage the development of housing that incorporates Universal design and adaptable internal dwelling design. |

ACTIONS

- | | |
|-------------|---|
| A2.1 | Advocate for the funding of affordable housing, in Talbot, supported by findings from more detailed analysis of Affordable Housing Needs. |
| A2.2 | Explore opportunities to use underutilised Council land to provide affordable housing. |
| A2.3 | Include relevant objectives and strategies from this element in a local policy relating to Talbot, where appropriate. |

4.4 Character, Heritage & Design

Heritage

The heritage qualities of Talbot are a defining aspect of the town, and any future growth must proceed in a manner that ensures the careful protection of these qualities.

A Heritage Overlay (HO208 - Talbot Heritage Area) covers the township where the Township Zone applies (except for some minor alignment differences), and some rural living zoned land between Bond Street and Mt. Greenoch Road.

The Former Talbot Police Residence and Lock-Up at 19 Heales Street is listed on the Victorian Heritage Register (VHR) and included in HO125. The Amherst Cemetery, approximately 2km west of the township, is within HO132. There are also some Victorian Heritage Inventory (VHI) sites across the town and in the surrounds.

The heritage of Talbot has been documented comprehensively in the Talbot and Clunes Conservation Study (Aitken, 1988). That study made a range of recommendations for the future conservation of the Talbot area.

The Central Goldfields Shire Heritage Review (Rowe and Jacobs, 2005) recommended that the existing Talbot Heritage Area (HO208) be retained, and that objectives and policies for the area should be prepared to support the conservation and management of the area. The review also recommended that the analyses, statement of significance, policies and recommendations outlined in the Talbot and Clunes Conservation Study be used as a basis for a local policy for the area. That review also made a range of recommendations for the future conservation of the Talbot area, (which were identified in the Talbot Structure Plan Technical Assessments)

Note: *Both the Talbot and Clunes Conservation Study (Aitken, 1988) and the Central Goldfields Shire Heritage Review (Rowe and Jacobs, 2005) made a range of recommendations in relation to Talbot and the Talbot heritage area which are not detailed in full in this Structure Plan. Please refer to those respective documents for full details.*

It is recommended in this Structure Plan that specific heritage design guidelines be prepared for HO208 by a Heritage Professional. In addition, and despite the direction of the 2005 heritage review, it is considered now appropriate to review the extent of HO208. The 'blanket' nature in which HO208 has been applied means that the overlay applies to a number of large vacant lots within the township zone that have development potential.. In the context of Talbot's future development, it will be important to ensure that the level of heritage protection in place is appropriate to protect heritage significance, but also does not unreasonably inhibit development potential.

A potential conservation precinct in the core of Talbot was proposed in the Talbot and Clunes Conservation Study (1988), which could form the basis of a refined and reduced HO208 extent. It is recommended that heritage guidelines also draw on the relevant guidance provided in the Talbot Urban Design Guidelines (Michael Smith & Associates, 2016), where appropriate.

Talbot is significant as one of the most intact small goldmining towns in Victoria and Australia. The town contains a significant number of buildings, sites and works relating to the period c.1860-1930 which form the major attributes of the area. The significance of the area is especially enhanced by the relatively high number of buildings from the period c.1860-75. The Government block contains the most complete collection of buildings of any small gold rush town in Victoria and one of the best precincts of modest government buildings in Australia. Talbot is significant for the manner in which geological factors influencing mining are reflected in the street pattern still used as the major streets in the town. The setting of the town is enhanced by the proximity of mining areas on Back Creek, Rocky Flat, Mount Greenock and the Amherst area. All these areas have a significant part in the development of different phases of the town's history.

The Significance of Talbot - Talbot and Clunes Conservation Study
(Richard Aitken, 1988)



Talbot Primary School



The Former St. Andrews Presbyterian Church



Former Primitive Methodist Church



Free Library Building

Individually Significant Heritage Buildings

The Talbot and Clunes Conservation Study (Aitken, 1988) included a number of recommendations regarding buildings of significance, including that a number of buildings be listed as of State Significance or registered as part of the National Estate. Aside from the listing on the Victorian Heritage Register of the Former Talbot Police Residence and Lock-Up at 19 Heales Street, the recommendations have not progressed.

It is important that additional protection is provided for buildings of State or national significance in Talbot. The buildings recommended for Victorian Heritage Register listing (original recommendation being for register of historic buildings and listing as part of the national estate) in the 1998 study are as follows:

- Former Talbot Borough Hall, Ballarat Street
- A.N.A Hall, Corner Heales and Ballarat Streets
- Ramsay Shop and Residence, Ballarat Street North
- Former Bull and Mouth Hotel, Ballarat Street
- Former Burdess Residence, Barkly Street
- Former Presbyterian Manse, Bond Street
- Former Willox Residence, Bond Street
- Former Church of England Vicarage, Brougham Street
- Former Hopkins Residence, Camp Street
- Post and Telegraph Office, Corner Heales and Camp Street
- Free Library (Former Court of Petty Sessions), Camp Street
- Former Dowling Residence, Camp Street
- Former Primitive Methodist Church, Camp Street
- Shops and Residence, Corner Camp Street and Scandanvian Crescent
- Former Elder Residence, Camp Street
- Former Camp Hotel, Camp Street
- Former Wesleyan Church, Camp Street
- Fire Brigade Engine House, Heales Street
- Former Sub-Treasury, Heales Street
- Former Presbyterian Church, Heales Manse, Bond Street
- Former London Chartered Bank Coach House and Stables, Heales Street
- St Michael's Church of England, Landsdowne Street
- Talbot Railway Station Building, Railway Street
- Prince Alfred State School No.954 and former Common School, Rowe Street
- Shop, Scandanavian Crescent
- Former London Chartered Bank, Scandanavian Crescent
- Former Talbot Gasworks, Whittakers Lane.



Former Talbot Police Residence & Lock-Up

Urban Design & Character

Talbot's urban design is inextricably linked to the heritage of the township. Heritage buildings are found throughout the township, and the surrounding rural living areas retain some heritage assets. While the townships subdivision pattern was established during Victoria's gold rush era, subsequent changes meant that the development potential of the settlement was never fully realised. Today, many of the lots within the township, including within the core, remain vacant.

Key attributes that contribute to the character of the township are drawn out in the Talbot Urban Design Guidelines (Michael Smith & Associates, 2016) These include:

- Development being characterised by wide front and rear setbacks, with little to no encroachment, meaning that views to trees, key buildings and the surrounding countryside are maintained.
- A number of laneways within the town contribute to a sense of spaciousness, and a couple of laneways provide direct corridor-like sight lines to key buildings and sites within the core township historic precinct. The laneways with a combination of diverse fence types, varied setbacks, overhanging trees, gravel surfaces further add to the informality and landscape character within the historic core of the town.
- Streetscape character plays an important role in perceptions of the township character and materials such as bluestone and brickwork alongside signage, vegetation, lighting, furniture and picket and woven wire fences are important considerations.

The role of corner sites and vacant sites in the township is discussed in the Guidelines, and the potential for unsympathetic development on these sites (and adjoining laneways) will need to be prevented as the town develops.

The Guidelines draw attention to a number of key views across the township and to key buildings. These should be protected, where possible. There are also other identified viewpoints to the township, and areas of visual sensitivity (such as those associated with key arrival corridors), which are not identified in the Guidelines, that development should respond to. The Structure plan proposes planting a low buffer of vegetation along Ballarat-Maryborough Road to address foreground views.

Key entrances to Talbot are important in defining the character and identity of the town. Existing signage and treatments at key gateway entrances should be reviewed in accordance with the guidelines, with an opportunity for new interventions at those locations in consultation with the community.

The Talbot Urban Design Guidelines provide a series of principles and performance criteria which address the design considerations of development density, height, architectural detailing, materials and colour, roofs, walls, windows, eaves and verandahs, energy efficient buildings and sustainable design elements, open drainage channels, greenfield development, view-lines, vegetation patterns, pedestrian permeability and comfort, entrances, active frontages, gathering locations, furniture palettes and adaptive re-use of buildings.

To ensure the design of future development is sympathetic to the township's character, new planning controls should be applied across the township. The controls should use the Talbot Urban Design Guidelines as a main reference point, drawing upon the principles and performance criteria, with opportunity for further refinement where of benefit.

The use of a Design and Development Overlay with tailored schedules should be considered as a potential planning tool to apply the level of design control and guidance needed to sufficiently protect the various elements which contribute to the town's character.

The Overlay would need to be applied in a manner that complements requirements applied through HO208 (with potentially refined extent), and directions provided by any additional heritage guidance prepared. It should also consider specifying different design requirements across different parts of the township, such as designating different requirements for areas directly adjoining the heritage core and more peripheral residential areas.

Residential Zone schedules provide another approach to potentially address built form design considerations, and should also be explored during implementation of the Structure Plan. However, they may lack the ability to address the range of design considerations and details of importance in Talbot.

Note: Reference is made in the Talbot Urban Design Guidelines to the role played by vegetation in relation to the character of the township. Vegetation across the township is considered in section 4.8 'Environment and Landscape' of the Structure Plan.

Aboriginal Cultural Heritage

The Dja Dja Wurrung are the Traditional Owners of the land on which Talbot was established. The Dja Dja Wurrung Country Plan (2014-2034) provides a source of information on the documented cultural Values of the land on which Talbot has developed.

An area of Aboriginal Cultural Heritage Sensitivity runs along the Back Creek Corridor, and applies to some parts of land currently within the township (within Areas H, J & K), and some land outside the township (within Areas A, M & O). An Aboriginal Maternity Tree is located over 2km north of the township and is included in a heritage overlay (HO148) within the Central Goldfields Shire Planning Scheme.

A Cultural Heritage Management Plan (CHMP) would be required for a 'high impact activity' in an area of 'cultural heritage sensitivity', with these terms defined in the Aboriginal Heritage Regulations 2018.

The future growth of Talbot presents opportunities for greater recognition of Aboriginal Cultural Heritage. Specific opportunities could include a proposed trail along Back Creek with educational and interpretive signage, and the embedding of local Aboriginal language, design and names in public spaces across the township, both subject to consultation with the Traditional Owners.

Sustainable Building Design

New buildings in Talbot should be encouraged to incorporate a range of sustainable building design initiatives, from the design stage through to construction and operation.

Some ESD-related measures may be able to be included within the proposed design-focused planning controls to be prepared for the township. However, and noting that Central Goldfields does not have a local ESD policy, ESD measures may instead need to be encouraged for new development within any new local planning policy for Talbot, if possible.

One sustainable building design issue of particular relevance to Talbot, is the tension between the installation of solar panels to support renewable energy generation and the protection of heritage values.

The Talbot Urban Design Guidelines (Michael Smith & Associates, 2016), suggest that:

- *Solar panels must not overhang the roof edge;*
- *Panels should be in simple rectangular banks, not staggered; and*
- *Solar panels are discouraged on frontages to heritage buildings visible from the street(s) or along a significant view-line.*

The last suggested point may compromise the ability for properties to generate energy and should be treated as discretionary, depending on the ability of the property to accommodate panels or elsewhere.

Recent changes to the Heritage Overlay Schedule in Victoria allow Councils to 'schedule-out' solar energy system controls, in order to support renewable generation and associated emissions reduction. This should be considered for the Talbot Area (HO208).

OBJECTIVES	
O3.1	To protect and enhance the valued attributes and heritage of Talbot that contribute to its character.
O3.2	To protect Aboriginal Cultural Heritage.
O3.3	To support new development that is sustainably designed.
O3.4	To provide a sense of arrival to Talbot along key routes through defined gateways.

STRATEGIES	
S3.1	Ensure extensions and additions to heritage places, and development within heritage precincts and adjoining heritage places, is sympathetic to the heritage significance and contributory elements.
S3.2	Provide clear guidelines for heritage buildings, addressing adaptive reuse, colour schemes, signage, demolition and new buildings and works.
S3.3	Ensure the Heritage Overlay is appropriately applied to identified heritage assets and precincts, and avoid the unnecessary demolition of significant heritage places and places with contributory significance.
S3.4	Ensure aboriginal cultural heritage is protected and recognised and that any new development, particularly in greenfield sites, is in accordance with the requirements of the <i>Aboriginal Heritage Act 2006</i> and the <i>Aboriginal Heritage Regulations 2018</i> .
S3.5	Celebrate aboriginal cultural heritage through educational and interpretive signage along Back Creek, and the embedding of local Aboriginal language, design and names in public spaces across the township, both subject to consultation with the Traditional Owners.
S3.6	Ensure the the design of future development is sympathetic to the township's character, by preparing new planning controls applied across the township, including relevant content in new local planning policy.
S3.7	Review and improve existing signage and entrance treatments at key gateways, in accordance with the Talbot Urban Design Guidelines (2016).
S3.8	Encourage sustainable building design in new development across the township.
S3.9	Support low level planting as a buffer along sections of Ballarat- Maryborough Road (eastern side), subject to bushfire risk review.

S3.10 Support the additional protection of identified significant heritage places.

ACTIONS

A3.1	Prepare Heritage Design Guidelines for H0208 and review the extent of the existing boundaries of the heritage overlay. Implement the Heritage Design Guidelines and an updated H0208 extent into the Central Goldfields Planning Scheme.
A3.2	Consider 'scheduling-out' solar energy system controls in the Heritage Overlay Schedule for H0208.
A3.3	Submit identified places for inclusion on the Victorian Heritage Register.
A3.4	Develop and apply new planning controls to the township to ensure the design of future development is sympathetic to the township's character. Use the Talbot Urban Design Guidelines as a main reference point. Implement the planning controls into the planning scheme, potentially via Design and Development Overlay Schedules, or other tools if necessary. Ensure local planning policy includes content to support this aim, as necessary.
A3.5	Include the encouragement of ESD measures or initiatives including, (but not limited to): <ul style="list-style-type: none"> - Energy efficiency - Permeability & stormwater - Water efficiency - Waste Management within any local policy or design focused planning controls prepared for Talbot, as appropriate.
A3.6	Undertake low level buffer planting along sections of Ballarat-Maryborough Road (eastern side), subject to bushfire risk review.
A3.7	Undertake a review of existing entrance treatments at key entrance gateways, in accordance with the Talbot Urban Design Guidelines (2016), and in consultation with the community. Deliver the improvements.
A3.8	Seek to incorporate educational and interpretative signage in the design of the nature trail along Back Creek, subject to consultation with Traditional Owners.
A3.9	Develop a project to embed local Aboriginal language, design and names in public spaces across the township, subject to consultation with Traditional Owners.

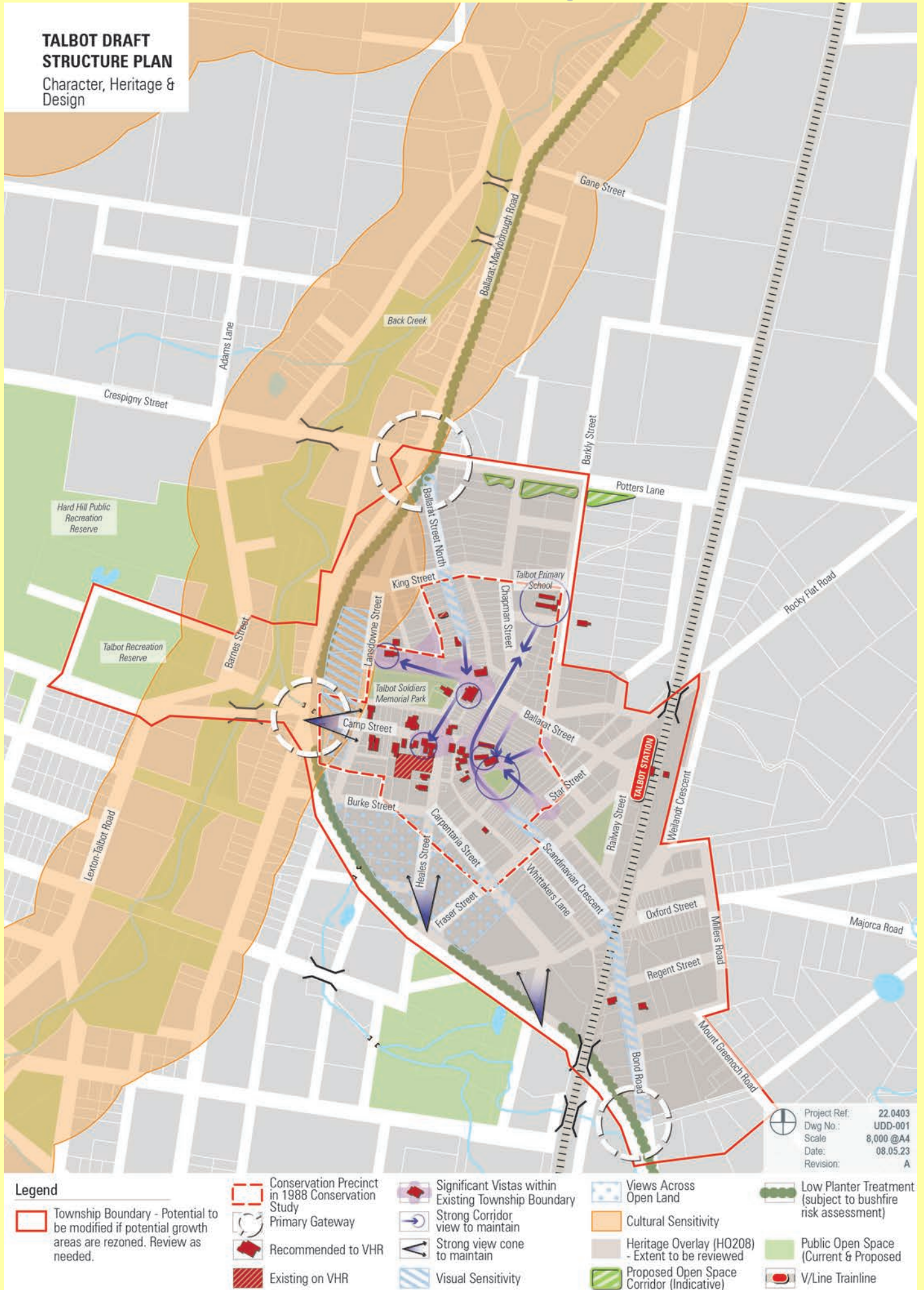


Figure 8: Character, Heritage & Design

4.5 Tourism & Economic Development

Heritage

The existing appearance of the town and its heritage fabric is fundamental to retaining and growing tourism in Talbot.

Without maintenance or repair, there is a risk that some heritage buildings across the town may gradually deteriorate. The process of maintenance and repair can be costly, and existing efforts to seek funding to support these activities should continue to be pursued.

Should the bid for the World Heritage listing of the Central Victorian Goldfields be successful, Talbot would potentially stand to benefit from the resulting expected increase in tourist visitation to the Shire.

Signage

Capturing passing trade is understood to be an increasingly important source of business for local businesses. Promotional and wayfinding signage can play a critical role in attracting people to stop and spend in town. Opportunities to improve existing or add new appropriately designed signage, or generally beautify key town entrance points should be reviewed and improved in accordance with the direction provided in the Talbot Urban Design Guidelines (2016), and in consultation with the community.

The current provision of wayfinding and tourist signage across the town, including between the train station and town, should also be reviewed to ensure it is suitable.

Markets, Events and Festivals

The Talbot Farmer's market and Talbot Town Hall market attract significant visitor numbers. Expansion and development potential of Farmer's Market is however understood to be limited due to resourcing capacity. There is an opportunity to explore developing complementary/aligned ancillary event(s) to the Talbot Farmers' Market which do not cause resourcing issues.

Another potential opportunity to explore is the development of unique arts and culture events, and small festivals, which could also be a significant attractor. It will be important to ensure that such events or festivals are sufficiently unique and do not compete with events and festivals in nearby towns.

Tourist Routes

Including Talbot is part of a trail or a touring route concept in conjunction with other towns in the Shire or surrounding Shires, is another opportunity warranting investigation.

Two regional cycling trails, the Ballarat – Maryborough Heritage Trail and the Talbot Heritage trail, pass through Talbot, and greater regional promotion of these trails could benefit the township.

There is also an opportunity to explore the potential for rail-related tourism (including heritage trains, or the like).

Accommodation

It will be important to ensure that a sufficient and diverse supply of tourist accommodation is available in Talbot into the future. Tourist accommodation should be generally small-scale and appropriate to the Town's character and setting.

OBJECTIVES

O4.1	To support existing tourist attractors, and to encourage new tourism uses, development and activities which are suited to the character of the township.
O4.2	To provide for sufficient accomodation options.

ACTIONS

A4.1	Explore developing complementary/aligned ancillary event(s) to the markets which avoid resourcing capacity constraints.
A4.2	Investigate tourism opportunities where Talbot is part of a trail or a touring concept in conjunction with other towns in the Shire, or opportunities in the form of unique arts and cultural events and small festivals.
A4.3	Contribute to the greater promotion of the Ballarat – Maryborough Heritage Trail and the Talbot Heritage trail.
A4.4	Continue to support the bid for World Heritage Listing of the Central Victorian Goldfields.
A4.5	Explore the potential for rail-related tourism (including heritage trains, or the like).
A4.6	Continue to advocate for further funding to restore and maintain heritage assets across the township.
A4.7	Undertake a review of existing promotional signage at key entrance gateways, and wayfinding signage across the township in accordance with the Talbot Urban Design Guidelines (2016) and in consultation with the community. Deliver the improvements.
A4.8	Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.

STRATEGIES

S4.1	Support the ongoing operation of the two markets within Talbot.
S4.2	Investigate the potential for complementary/aligned ancillary event(s) to the markets which avoid resourcing capacity constraints.
S4.3	Encourage opportunities for new unique arts and cultural events, and small festivals.
S4.4	Support increased use of the heritage cycling trails which pass through Talbot.
S4.5	Investigate tourism opportunities where Talbot is part of a trail or a touring concept in conjunction with other towns in the Shire,
S4.6	Investigate the potential for rail-related tourism.
S4.7	Support the bid for World Heritage Listing of the Central Victorian Goldfields.
S4.8	Ensure heritage assets across the township are well-maintained
S4.9	Review and improve existing promotional signage at key entrance gateways, and wayfinding signage across the township, in accordance with the Talbot Urban Design Guidelines (2016).
S4.10	Encourage tourist/visitor accommodation including bed and breakfasts and other small-scale accommodation in the town.
S4.11	Ensure any new development associated with tourist/visitor accommodation is sensitively designed and appropriate to the town's character.

4.6 Access and Movement

This section outlines the key access and movement considerations of the Structure Plan. It has been informed in large part by Council's Integrated Transport Strategy, Walking and Cycling Strategy, and project investigations.

Key Road Access

The Ballarat to Maryborough Road provides the main access to Talbot, from Maryborough to the north, and Clunes/ Creswick and Ballarat to the south.

The key entry gateways into town from the Ballarat to Maryborough Road are via Camp Street, Ballarat Street North and Bond Street, although access via other streets is also possible. Avoca Road and Lexton-Talbot Road provide access from destinations to the west of Talbot.

Majorca Road provides access to the township from Red Lion and Majorca. While not a relatively major gateway or primary entry route to the township, Majorca Road and Oxford Street (which Majorca Road becomes on arrival to town) is only single lane, and may need to be upgraded to accommodate two lanes in the future.

Road Network

The existing road network in Talbot comprises key sealed roads including Scandinavian Crescent, Camp Street, Ballarat Street North and Prince Alfred Street that take , other local roads (both sealed and unsealed), and a number of unsealed lanes.

Better maintenance of unsealed roads and laneways will need to occur across the township.

Future growth and subdivision in some areas of the township will likely require the formation of new public roads (with accompanying footpaths/nature strip). Existing unbuilt roads in road reserves can logically be utilised, in at least 'Area B', 'Area H', 'Area L' and potentially other areas. Further roads connections to the Ballarat-Maryborough Road are however not considered necessary or likely appropriate given the current structure of the network.

Public Transport

Talbot is on the Maryborough to Melbourne train line which runs via Ballarat. Current services only run twice a day on weekdays, and once a day on the weekend, with only a coach service available to Melbourne on a Sunday.

Two separate bus routes run through Talbot. One provides access to Maryborough and Ballarat. The Mildura to Melbourne service also runs through Talbot and is accessible to residents. Council runs community bus services in the Shire, and there is an opportunity for community bus services to Talbot to be enhanced.

There is an opportunity for Central Goldfields Shire to advocate to the Department of Planning and Transport for more frequent passenger train services, including both on weekends to facilitate tourist arrivals (including to better suit the 'day trip' market), and weekdays to support work commuting to Ballarat and Maryborough.

Walking and Cycling

While the town has recently seen some footpath upgrades, including the west side of Prince Alfred Street, there is an opportunity for further improvements to footpaths and other paths. A number of projects are identified in Council's Walking and Cycling Strategy which should form the basis for initial improvements to footpaths and on/off road paths.

Completing a footpath along Fyffe Street between Scandinavian Crescent and Ballarat Street to support a more direct formal pedestrian link to the town centre from the Station should be investigated.

The closure of a 110m section of Rowe Street between Barkly Street and Chapman Street was identified in Council's Integrated Transport Strategy as a way to improve public open space and make pedestrian movement safer. This action does not appear appropriate given the functions served by the road.

Investigation into on-road marking of key pedestrian crossing points should be undertaken, with a view to improving pedestrian safety, and in particular student safety.

Improved pedestrian connectivity between the town and the Recreation Reserve, along Camp Street and across key barriers of Ballarat-Maryborough Road and Back Creek will need to be provided. The design of these improvements should be prepared by Transport Engineering and Sustainable Transport Professionals.

In newly developing areas of Talbot, new footpath infrastructure should be funded and provided by development proponents, and connected with existing footpaths, or where yet to be built footpaths in existing areas would logically be built.

Two regional cycling trails, the Ballarat – Maryborough Heritage Trail and the Talbot Heritage trail, pass through Talbot. There is an opportunity to better identify the location of these trails by way of on-road painted treatments to support the creation of safe cycling corridors. Along Prince Alfred Street, and Camp Street this could serve a dual purpose of providing a safer cycling corridor for students from the School to the town centre and on to the Recreation Reserve.

There is a lack of off-road walking/cycling trails in Talbot that provide local residents and visitors with the opportunity to walk or cycle to a local attraction. The provision of a 'nature trail' along Back Creek, suitable for walking and cycling, would help address this deficiency. There would be a need to further explore access and land tenure conditions to understand the potential for the creek corridor to be utilised. (Refer to Community Infrastructure section for relevant strategy and action in regard to the Back Creek Nature Trail)

Future walking and cycling interventions in Talbot beyond those already identified should be identified via future updates to Council's ITS and Cycling and Walking Strategy.

Railway Line Crossing Points

There are presently two railway line crossing points, one on Ballarat-Maryborough Road and the other adjacent to the meeting point of Scandanavian Crescent, Oxford Street and Bond Street. This latter crossing should be reviewed to improve safety and pedestrian/cycling access. Consultation with relevant authorities is required to determine the functioning and safety of the Ballarat-Maryborough Road crossing.

In the longer term, a new connection point for vehicles, pedestrian and cyclists across the railway line in a position generally north of the Railway Station could be explored, but it is not considered to be urgently needed.

OBJECTIVES	
05.1	To provide a safe transportation network for all users.
05.2	To prioritise sustainable transport across the township.
05.3	To improve pedestrian and cyclist connectivity between key community infrastructure across the township.

STRATEGIES	
S5.1	Provide on-road marking of key pedestrian crossing points with a view to improving pedestrian safety, and in particular student safety.
S5.2	Improve the maintenance of unsealed roads and laneways.
S5.3	Upgrade Majorca Road and Oxford Street to dual lane.
S5.4	Enhance Community Bus Services to better serve Talbot.
S5.5	Utilise unbuilt roads in road reserves in areas within the township to inform the new road network, but avoid new connections to Ballarat-Maryborough Road.
S5.6	Require the provision of an appropriate movement network and access arrangement in the design of new subdivisions.
S5.7	Better identify the location of cycling tourist trails through the town by way of on-road painted treatments, and support the creation of safe cycling corridors.
S5.8	Review the functioning and safety of the railway crossing adjacent to the meeting point of Scandanavian Crescent, Oxford and Bond Streets.
S5.9	Investigate the potential for second crossing of the train line, in a location generally north of the Station.
S5.10	Increase the frequency of passenger train services.
S5.11	Expand the footpath and on-road/off-road path network, drawing on the projects identified for completion in Council's Walking and Cycling Strategy, and investigate completing a footpath between Scandanavian Crescent and Ballarat Street, along Fyffe Street.
S5.12	Make ongoing improvements to the movement network as the town develops further.

S5.13	Better connect the Town Centre with the Recreation Reserve
S5.14	Support movement along Back Creek through the creation of a nature trail, with safely designed links back to the core township area.

ACTIONS	
A5.1	Investigate and deliver on-road marking of key pedestrian crossing points, with a view to improving pedestrian safety, and in particular student safety.
A5.2	Deliver an improved maintenance regime for the unsealed roads and laneways in Talbot.
A5.3	Deliver the upgrading of Majorca Road and Oxford Street to dual lane.
A5.4	Investigate how community bus services can be enhanced to better serve Talbot.
A5.5	Use the Development Plan Overlay Schedule in identified areas to ensure that proponents provide an appropriate movement network and access arrangements in new subdivisions, including delivery of pedestrian and cycling infrastructure.
A5.6	Deliver on-road painted treatments of cycling tourist trails in the town, and create safe cycling corridors.
A5.7	Undertake a review of the functioning and safety of the railway crossing (Scandinavian Crescent/ Bond Street), and implement recommendations.
A5.8	In the longer term, investigate the potential for an additional crossing of the train line, in a location generally north of the Train Station.
A5.9	Advocate to the Department of Transport and Planning for more frequent passenger train services.
A5.10	Implement the footpath and on-road/off-road path projects identified for completion in Council's Walking and Cycling Strategy, and investigate completion of a footpath between Scandinavian Crescent and Ballarat Street, along Fyffe Street.
A5.11	Future walking and cycling interventions in Talbot beyond those already identified, or delivered via new development, should be identified via future updates to Council's ITS and Cycling and Walking Strategy.
A5.12	Ensure the working group established in relation to the nature trail considers the inclusion of safely designed links back to the core Township area.



Figure 9: Access & Movement

4.7 Community Infrastructure

Open Space and Recreation

Talbot contains a variety of recreation facilities and a mix of active and lower-order passive open spaces.

Active recreation facilities and open spaces include the Talbot Recreation Reserve (for Football, Cricket, Netball) with Basketball Stadium, Lawn Bowling Club, an Outdoor Swimming Pool, Tennis Club, and the 18 hole Talbot Golf Club.

Specifically in relation to suitability of the distribution and the level of provision of Active Open Space reserves in the township, the overall size of the Recreation Reserve (approx. 2.7ha) and its removed location relative to the township, is acceptable in this rural context.

A masterplanning process involving key users and the community should be undertaken in relation to the Talbot Recreation Reserve to determine the type of upgrades potentially needed.

Local passive open spaces within the township include Pioneer Reserve, Talbot Soldiers Memorial Park and Talbot Ornamental Plantation. The community garden on Scandanavian Crescent is also an important space within the township.

Pioneer Reserve has been provided with a playground, exercise station, shelter and public toilets.

There is an opportunity to improve the design of both the Talbot Soldiers Memorial Park and Talbot Ornamental Plantation through a masterplanning process.

The provision of a 'nature trail' along Back Creek (also discussed in the movement sub-section), would help address the specific lack of recreational off-road walking/cycling trails across the township. Further investigation will be necessary in relation to Aboriginal cultural heritage sensitivity and land access along the corridor.

Updated flood mapping across Talbot identifies an area at the northern edge of the township near Potters Lane is subject to flooding. The creation of a new open space corridor is proposed in and around this area, with the opportunity for this corridor to link with the Back Creek corridor further west.

Community Facilities

Community facilities within Talbot include the existing Talbot Primary School on Rowe Street, the Kindegarten on Fyffe Street, the town hall and ANA Hall, and the Talbot Library (limited opening hours). A general practioner was operating in the township but has recently reverted to telehealth.

The Talbot community must travel to Maryborough for some services, including a secondary education facilities (Maryborough Education Centre or Highview), a maternal and child health centre and public library with standard opening hours.

Based on an assessment of the existing level of provision of community facilities, additional community facilities are not considered to be needed this time. The level of provision relative to level of community need will however require monitoring and regular review as the population of the town increases, and community needs potentially evolve.

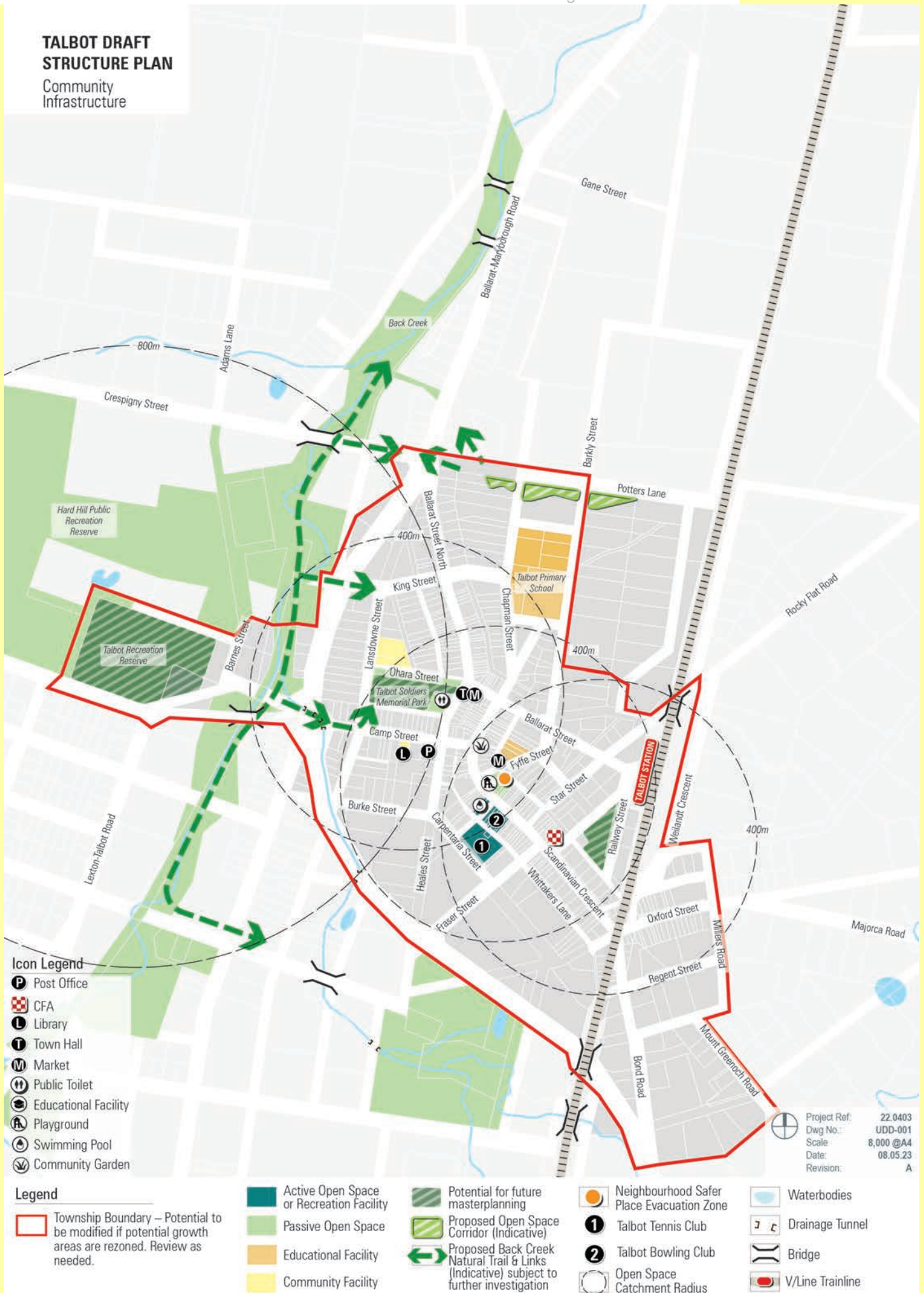
OBJECTIVES	
O6.1	To support a range of well located and accessible community facilities that meet the needs of the community.
O6.2	To provide a high-quality open space network that provides for a range of active and passive recreational opportunities.

STRATEGIES	
S6.1	Support the development and upgrading of community facilities, in response to future community needs.
S6.2	Support the development of a new open space corridor near Potters Lane, and explore linkages between that corridor and Back Creek. Ensure that the design of this open space corridor is acceptable from a bushfire risk perspective.
S6.3	Investigate the provision and design of a nature trail along Back Creek, with appropriate linkages back to the township.
S6.4	Support the master planning of Talbot Recreation Reserve
S6.5	Support the master planning of the Talbot Soldiers Memorial Reserve and Talbot Ornamental Plantation.

ACTIONS	
A6.1	Monitor and review community needs with respect to community facilities and services.
A6.2	Identify the new northern open space corridor in relevant planning controls to apply to the proposed corridor location. A Development Plan Overlay is recommended across the Areas where the open space corridor is proposed.
A6.3	Explore whether public acquisition may be necessary to facilitate the delivery of the northern open space corridor.
A6.4	Establish a working group to investigate and design the Nature Trail along Back Creek.
A6.5	Undertake a master planning process for the Talbot Recreation Reserve.
A6.6	Undertake master planning processes for the Talbot Soldiers Memorial Park and the Talbot Ornamental Plantation.

**TALBOT DRAFT
STRUCTURE PLAN**

Community
Infrastructure



Project Ref: 22.0403
 Dwg No.: UDD-001
 Scale: 8,000 @A4
 Date: 08.05.23
 Revision: A

Figure 10: Community Infrastructure
 52 Hansen Partnership Pty Ltd

4.8 Environment & Landscape

Landscape Setting

Talbot is located on the lands of the Dja Dja Wurring people, who have shaped the landscape and cared for Country for thousands of years.

It is within the 'Goldfields' bioregion, although it is noted that the boundary with the Victorian Volcanic Plain bioregion is close by, to the east of the township. Talbot is also within the broader Maryborough – Paddy Ranges Landscape, which is a 'focus landscape' for on-ground biodiversity conservation action in Victoria.

Biodiversity

A desktop review using State Government online mapping (2005 records) indicates the presence of the following Ecological vegetation classes (with bioregional conservation status) across the Talbot area:

- EVC55 Plains Grassy Woodland (Endangered) – Some records to the north-east of town.
- EVC68 Creekline Grassy Woodland (Endangered) – Located along Back Creek.
- EVC76 Grassy Woodland/ Alluvial Terraces – Herb Rich Woodland Mosaic (Endangered) – a record on Potters Lane to the north of the town.
- EVC175 Grassy Woodland (Vulnerable) – Primarily located west of Back Creek, including around the Recreation Reserve, and at the Hard Hill Public Recreation Reserve, but with some areas to the east, south and south-east of the town (including one area on Fraser Street).

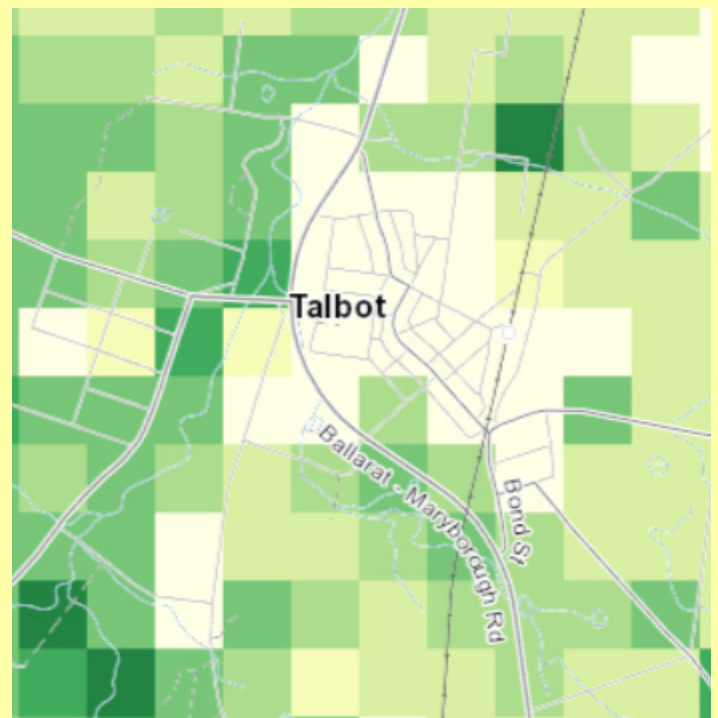
It is noted that a large area of EVC61 – Box Iron Forest (Depleted) is located further west of Talbot at the Tunnel Hill Bushland Reserve.

In regard to threatened fauna, VBA Species records include previous record of a Whisked Tern and Little Eagle in the township. Further south, and well out of the township, there are records relating to the Golden Sun Moth, Black-eared Cuckoo, and Southern Whiteface.

In regard to Threatened Flora, there is a considerably older record of the Goldfield Boronia near Ballarat-Maryborough Road to the north of town, and a general record of Lowly Greenhood that covers part of the northern edge of town.

It is also noted that the Hard Hill Public Recreation Reserve, located to the west of the Talbot Recreation Reserve, contains a significant population of Spiny Rice-Flower (*Pimelea spinescens* subsp. *spinescens*). This vegetation should be protected in the planning scheme through the application of a Vegetation Protection Overlay, as requested by Department of Environment Land Water and Planning.

The Victorian Government's biodiversity dataset (*NaturePrint*) identifies the strategic biodiversity value of different areas across the township, with the darker the colour indicating a higher value. The values are shown below:



Strategic Biodiversity Values (Naturekit, DEECA)

A desktop understanding of potential ecological values across the township has been used in formulating the directions provided for the areas of potential urban growth.

More detailed ecological assessments will be required in relation to potential future growth areas 'Area B', 'Area D' and 'Area P', and some existing Township Zone areas, including at least 'Area L' and 'Area H'. Ecological Assessments should also be sought, where necessary, for new development proposals within other existing township areas.

This Structure Plan will seek to ensure the protection of the significant ecological values of Talbot, as part of the town's growth.

Vegetation in the Private Realm

The private gardens of Talbot are a defining feature of the township. The plantings in these gardens make a significant contribution to the landscape character of the town and likely provide habitat for birds and insects. There are a significant number of canopy trees on private lots which form the backdrop to a number of historic buildings.

The Talbot Urban Design Guidelines include directions around controls that may be needed in support of vegetation outcomes in the private realm. Suggested performance criteria in the guidelines include an sizeable envelope to support canopy growth and the provision of clearance between trees and buildings. A suggested principle is the retention of significant existing vegetation or private property.

The Structure Plan directs that the suggested performance criteria relating to vegetation from the guidelines be implemented on a discretionary basis, as part of new design controls to protect the character of the township.

Council will need to determine a definition of "significant" existing vegetation as part of the formulation of these controls, which should draw on commonly used thresholds across Local Government. Significant existing vegetation should be protected via planning controls or local laws.

The finalisation of the design controls should be subject to review by a bushfire planning expert to ensure that risk is not unacceptably raised in the township area given that the core town is identified as a lower fuel area in bushfire risk assessments.

Other Vegetation across the Township

Vegetation coverage should generally be increased across the public realm in Talbot, to support cooling and provide habitat. Increasing vegetation cover should be subject to ensuring any new plantings are appropriate with respect to bushfire risk, and the existing Tree Management Plan Agreement with Powercor.

The Talbot Urban Design Guidelines (2016) include a list of recommended street and park trees. This list can be utilised by Council subject to review by a bushfire planning specialist and Ecologist (in relation to the appropriateness of the peppercorn, an environmental weed in some places, in the tree list).

Opportunities to increase vegetation cover on public open space should be explored via proposed masterplanning processes for the Soldiers Memorial Park and Ornamental Plantation.

The potential open space corridor proposed at the northern edge of town presents another opportunity for new planting, however it will be important to ensure that the landscaping adopted for this open space is suitable in regard to bushfire risk.

The creation of Nature Trail along Back Creek may provide an opportunity for ecological restoration activities.

Surrounding Landscape Views

A Significant Landscape Overlay (SLO2 - Talbot District Volcanic Rises) applies to Mount Glasgow which is located approximately 5-5.5km to the south-east of town. Otherwise there are no other areas indentified as 'significant landscapes' by SLO in the immediate surrounds. Mount Greenock is a similar feature to Mount Glasgow (i.e. a volcanic cone), and is located slightly closer to Talbot, but is not identified with an SLO.

Maintaining view-lines to surrounding rural land and the more distant forested areas is included as a principle within the Talbot Urban Design Guidelines (2016). This principle should be reflected as a consideration in either Design and Development Overlay schedules to apply to township areas, and/or potentially included in local policy for Talbot.

OBJECTIVES	
07.1	To protect the significant ecological values in and around Talbot.
07.2	To increase tree canopy coverage across the town to reduce the urban heat island effect and enhance habitat available.
07.3	To support the retention and enhancement of the landscape character across the township, and views to the surrounding landscape.

STRATEGIES	
S7.1	Require ecological assessments in relation to potential future growth areas of 'Area B', 'Area D' and 'Area P', and some existing Township Zone areas, including at least 'Area L' and 'Area H'.
S7.2	Seek ecological assessments from planning permit applicants, where deemed necessary, within existing township areas.
S7.3	Ensure the proposed Nature Trail along Back Creek is sensitive to EVCs and other ecological values present.
S7.4	Explore the opportunity for ecological restoration activities along Back Creek, as part of the trail design.
S7.5	Ensure the protection of EVC areas across the township, including in any new potential areas of township expansion.
S7.6	Ensure the master planning of the three reserves is sensitive to EVCs and other ecological values present.
S7.7	Explore increasing vegetation cover on existing open space through master planning processes.
S7.8	Encourage development to provide increased tree cover and vegetated spaces, where bushfire risk is not unacceptably increased.
S7.9	Include the performance criteria for vegetation in Talbot Urban Design Guidelines in new planning controls on a discretionary basis, and subject to review by a bushfire planning expert.
S7.10	Require the protection of Significant existing vegetation via an appropriate mechanism.
S7.11	Consider utilising the list of recommended street and park trees across the township, subject to review by a bushfire planning specialist and ecologist.
S7.12	Seek to maintain view-lines to surrounding rural land and more distant forested areas, where possible.

ACTIONS	
A7.1	Ensure ecological assessments are carried out for Area B, D and P to inform the feasibility of future rezoning in those areas, and protect significant ecological values. Ensure ecological assessments are carried out for Area L and H to inform future subdivision, and protect significant ecological values.
A7.2	Ecological Assessments should be sought, where necessary, for new development proposals within other existing township areas. Protect significant ecological values in these areas.
A7.3	The working group established to investigate and design the nature trail should ensure that the design is sensitive to EVCs and other ecological values present, and that opportunities for ecological restoration are explored in the project.
A7.4	Protect the significant population of Spiny Rice-Flower in the planning scheme by applying a Vegetation Protection Overlay.
A7.5	Master plans for the three reserves should be sensitive to EVCs and other ecological values present.
A7.6	Ensure the strategy of increasing vegetation cover is explored in the master planning processes for the three reserves identified for master planning (subject to review by a bushfire planning professional).
A7.7	Ensure new design-focused planning controls include the performance criteria for vegetation on a discretionary basis.
A7.8	Ensure that vegetation-related directions in the design controls proposed for the township are subject to review by a bushfire planning expert to ensure that risk is not unacceptably raised in the township area.
A7.9	Determine a definition of "significant" existing vegetation as part of the formulation of design controls to be implemented, and appropriate mechanisms by which to protect this vegetation (planning scheme or local law)
A7.10	Investigate utilising the list of recommended street and park trees included in the Talbot UDG (2016).
A7.11	Ensure that the ambition of maintaining view-lines to surrounding rural land and the more distant forested areas is reflected as a consideration in either the DDO schedules to apply to township areas, and/or potentially included in local policy for Talbot.
A7.12	Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.

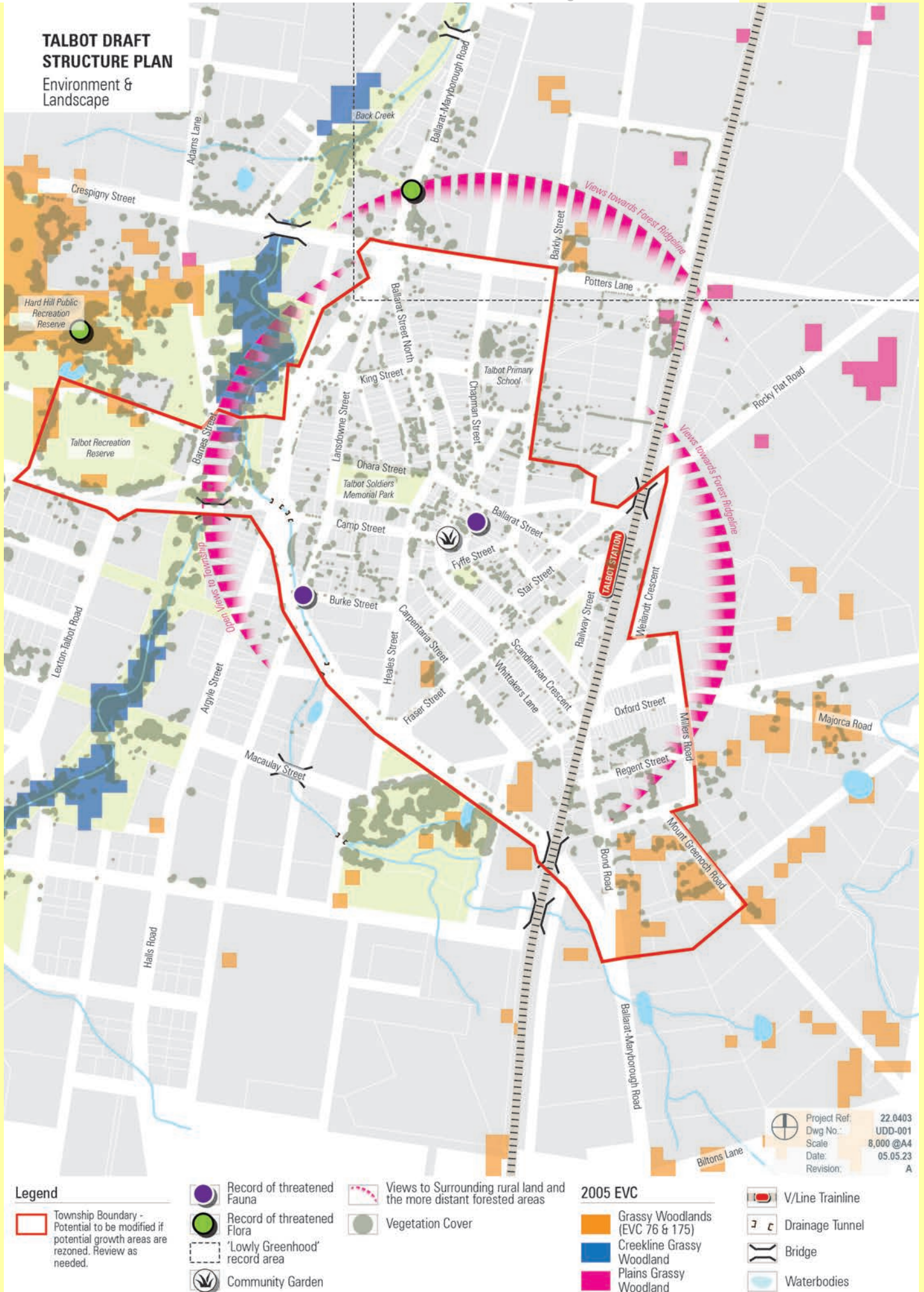


Figure 11: Environment & Landscape

4.9 Environmental Risks & Climate Change

Climate Change

The key impacts that may potentially be felt in Talbot under different climate change scenarios revolve around increased heat and bushfire risk, as well as changing patterns of rainfall, which could have implications for flood risk. There are also likely to be impacts on agriculture, but those are of less relevance to this project.

Potential strategies to improve resilience to climate impacts in Talbot include (but are not limited to) improvements to urban tree cover in the public and private realm (subject to bushfire risk assessment), water efficiency and re-use measures, and appropriate permeability standards in new development. Note: *Most of the strategies and actions relating to sustainable building design are located in the character/heritage/design section of this structure plan.*

Bushfire Risk

Talbot is located in a designated bushfire prone area. A Bushfire Management Overlay applies generally to peripheral bushland and forested areas, beyond the immediate agricultural surrounds. At its nearest point, the BMO applies to the western edge of Hard Hill Public Recreation Reserve and some Rural Living Zone areas to the west/ south-west.

Kevin Hazell Bushfire Planning prepared a targeted bushfire assessment for Talbot. This assessment has informed the settlement planning discussed in section 4.2 of this report, including the identification of areas potentially suitable for urban development and growth.

Using the landscape typologies approach, different landscape types were applied to the study area in the assessment. Landscape Type 2 aligned with the central part of Talbot and its immediate surrounds. This positions those areas at the middle end of bushfire risk in Victoria. Landscape Type 3 aligned with areas generally to the west of Ballarat- Maryborough Road and a Rural Living Zone area just to the east of that road. This positions those areas at the middle to higher end of bushfire risk in Victoria.

The assessment recommends that new growth and development should be directed to land east of Ballarat-Maryborough Road, as generally described as Landscape type 2 areas and shown in the Bushfire assessment report. The bushfire assessment also makes further recommendations in regard to interfaces with a bushfire hazard, vegetation in completed development, perimeter roads and recognising lower fuel areas in decision making. There is a need for lower fuel areas not to be compromised over time based on the protective benefit they provide to Talbot.

Flooding Risk

The extent of the existing Land Subject to Inundation Overlay (LSIO1) that applies to land near Back Creek is considered outdated and inaccurate.

A rapid flood mapping project was completed in 2020 which covered the township and provided updated flood mapping based on both 1% AEP (1 in 100) and 0.5% AEP (1 in 200) flood extents). These updated extents are shown in the Figure on page 59.

An updated LSIO extent (using the 1% AEP probability or as determined by the floodplain management authority) will need to be implemented into the planning scheme.

Erosion and Salinity Management

The entirety of the existing township and surrounding areas are affected by the Salinity Management Overlay (SMO) and the Erosion Management Overlay. The SMO applies to areas which are subject to saline ground water discharge or high ground water recharge, and which may pose a threat to a variety of assets. The EMO applies to areas where there is the potential for landslip or other disturbances that may need to be considered as part of any application for a permit. CGSC has an agreement with DELWP regarding the application of standard conditions in place of individual reporting requirements contained in the Overlays. No further action is recommended.

Potential Contamination

Where necessary, an investigation to determine the likelihood of potentially contaminated land may need to be undertaken, in accordance with the Environment Protection Framework, Planning and Environment Act 1987, and other components of the regulatory framework relating to planning and contaminated land.

Waste Transfer Station and Former Landfill

Directions in regard to buffers from Transfer Station and former Landfill site, and the need to potentially relocate the Transfer station are discussed in the 'Land Use' section of this Structure Plan. A relevant strategy and action is provided below.

OBJECTIVES

08.1	To recognise and respond appropriately to environmental risks of flooding, bushfire, contamination, erosion, and salinity
08.2	To encourage a climate resilient township that responds to the increasing severity of environmental risks
08.3	To recognise and protect human health and safety from uses with potential adverse off-site impacts.

STRATEGIES

S8.1	Avoid development in areas of flooding risk
S8.2	<p>In relation to bushfire risk:</p> <ul style="list-style-type: none"> ▪ Direct development to lower bushfire risk locations, generally described as landscape type 2 areas. ▪ New subdivisions (building envelopes) should be setback from bushfire hazards for a distance no less than that required to ensure exposure is less than 12.5kw of radiant heat. ▪ A bushfire hazard site assessment should be prepared for development enabled by the Structure Plan to confirm vegetation type, slope and final setbacks. ▪ <i>Clause 53.02 Bushfire Planning, Table 6 Vegetation management requirements</i> should be applied to new lots for Accommodation which are larger than 1,200sqm. Alternative hazard management approaches can be developed to the satisfaction of the relevant fire authority. ▪ Development should be separated from permanent hazards by perimeter roads on grassland interfaces. ▪ Lower fuel areas should not be compromised over time based on the protective benefit they provide to Talbot.
S8.3	Support the provision of vegetation cover in the public and private realm which reduces the urban heat island effect, while not unacceptably increasing bushfire risk.
S8.4	Encourage development and infrastructure to be designed in a manner that supports climate adaptation.

S8.5

Ensure development does not contribute to an increase in salinity or erosion.

S8.6

Support the continued use of standard conditions in place of individual reporting requirements for applications in the EMO and SMO, where appropriate.

S8.7

Avoid development in potentially contaminated areas

S8.8

Review the location of the transfer station and potentially relocate.

S8.9

Ensure development is setback from uses which may cause offence or unacceptable risk.

ACTIONS**A8.1**

Update flood mapping within the planning scheme via a planning scheme amendment.

A8.2

Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.

A8.3

Ensure a bushfire planning professional reviews any new planning controls and design requirements, including landscape requirements, to apply to Talbot.

A8.4

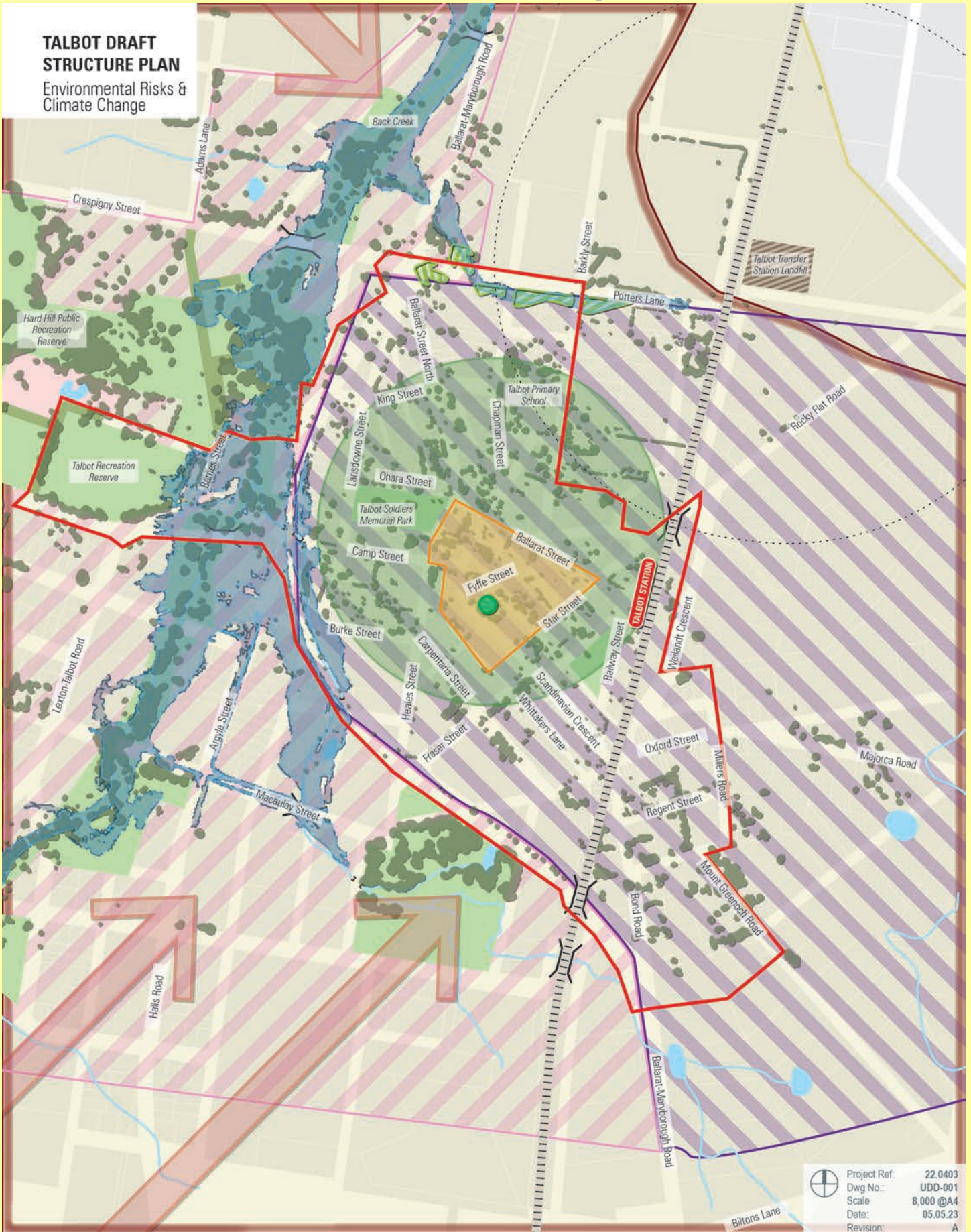
Undertake investigations into the potential for land contamination across the township where necessary, and apply the Environmental Audit Overlay (EAO) to potentially contaminated sites where appropriate.

A8.5

Investigate and confirm the EPA buffer requirements to the Waste Transfer Station and former Landfill site.

A8.6

Undertake a review of the location of the Waste Transfer station and potentially relocate.



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 Dwg No.: UDD-001
 Scale: 8,000 @A4
 Date: 05.05.23
 Revision: A

Legend

- Township Boundary – Potential to be modified if potential growth areas are rezoned. Review as needed.
- Salinity Management Overlay (SMD)
- Indicative Fire Runs
- Neighbourhood Safer Place
- Low Capable Areas (Bushfire Planning Report)
- Maintain low fuel areas in the core of Talbot
- Erosion Management Overlay (EMO)
- Landscape Type 2
- Landscape Type 3
- Likely Flood Extent under Climate Change - Current 1% AEP Flood Level
- 2% AEP Flood Level
- Proposed Open Space Corridor (indicative)
- Public Open Space
- Talbot Transfer Station & Landfill
- 500m buffer from landfill (Extent to be confirmed - Indicative only)
- Existing Vegetation
- V/Line Trainline

Figure 12: Environmental Risks and Climate change

4.10 Physical Services & Utilities

Overview

Ensuring the Structure Plan is consistent with the provision of essential services to Talbot is important for coordinating service provision strategies and for highlighting any required upgrades.

Talbot currently has no access to sewerage which is a widely acknowledged constraint. Some septic systems across township are also understood to be performing poorly. Sewerage system design options are currently being prepared by Central Highlands Water. The township area has access to potable water (provided by Central Highlands Water) and electricity (Powercor).

Drainage, often consisting of open swales, has proven difficult to maintain in some areas, and often becomes blocked. Meanwhile the limited areas of pipe may not have the capacity to accommodate additional flows.

Internet and mobile phone coverage is understood to be inadequate across the township, and continued advocacy for improved coverage and performance will be required. Improved coverage has implications for economic development, and is particularly important in the context of the recent increased opportunities for those in the labour force to work from home.

Council also provides waste collection services to the township. While there are stated aspirations to increase the provision and rates of recycling in the township there is currently no infrastructure to support these ambitions.

As also identified in the land use section of this plan, Talbot's transfer station is currently located on public land to the north east of the township. The location of this transfer station should be reviewed, with potential relocation considered to avoid limiting potential growth areas.

There will also be a need to ensure that developers of land in identified growth areas and some areas within the township provide a servicing plan as part of planning for development and future subdivision.

How new growth areas will interact with and impact upon existing drainage systems requires further investigation, and a drainage plan for existing and growth areas of Talbot should be prepared.

Integrated Water Management (IWM) and Water Sensitive Urban Design (WSUD) Principles should be embedded into the design of new infrastructure and future development.

A number of small townships across Victoria are beginning to explore opportunities to generate renewable energy locally and support this generation with community batteries. Community batteries would provide a level of sufficiency which improves the resilience of community in times of disasters/ hazard events. Opportunities for Talbot to have sensitively located community batteries should be explored.

Continued planning and ongoing liaison with service providers will be required through the implementation of this Structure Plan.

OBJECTIVES	
09.1	To ensure that essential services for water, sewerage, electricity, drainage and telecommunications are provided to the existing and future community in a timely manner, while protecting the landscape and township character of Talbot.
09.2	To ensure that IWM and WSUD principles are embedded in the the provision of infrastructure and design of new development.

STRATEGIES	
S9.1	Support the provision of sewerage to Talbot as designated in a Sewerage Scheme/system design.
S9.2	Support the undergrounding of services where possible.
S9.3	Support the development of a community battery in Talbot.
S9.4	Avoid sensitive development encroaching within the buffer of a local Waste Water Treatment Plant, should one be developed.
S9.5	Improve the functioning of drainage in existing areas and ensure the design of drainage systems in growth areas considers potential impacts on drainage in existing areas.
S9.6	Require the preparation of a servicing plan in Development Plan Overlay Schedules to be potentially applied to identified areas, as designated in this Structure Plan. Ensure it addresses how drainage and essential services will be provided to development within these areas.
S9.7	Ensure new development is staged appropriately to enable the orderly provision of services.
S9.8	Require new development in the township to meet urban stormwater best practice environmental management guidance requirements.
S9.9	Encourage the use of WSUD in new development and the provision of new infrastrucutre.
S9.10	Encourage the use of IWM principles in new development and the provision of new infrastructure.

ACTIONS	
A9.1	Finalise the preparation of a Sewerage Scheme/ System Design for Talbot.
A9.2	Ensure new DPO schedules to be applied to selected areas includes a Servicing Plan.
A9.3	Investigate the feasibility of developing a community battery, and seek Government funding to support its development.
A9.4	Determine and apply a buffer around a local Waste Water Treatment Plant, should one be developed.
A9.5	Prepare a drainage plan for existing and growth areas of Talbot.
A9.6	Implement IWM and WSUD requirements into the planning scheme, as appropriate. Include in new controls relating to Talbot, where appropriate, otherwise explore changes to local planning policy.

IMPLEMENTATION



5.1 Structure Plan Implementation

This section outlines a plan to implement the various actions identified through the Structure Plan, with key mechanisms, responsibilities, and timing identified.

The implementation of the Structure Plan will require both Planning Scheme Amendments to the Central Goldfields Shire Planning Scheme and other actions to ensure the vision is implemented.

The Structure plan will need to be adopted by Council and be implemented via an amendment into Planning Scheme.

The Structure Plan will be implemented by:

- **Planning Scheme Amendment:** key changes to various controls and policies of the Central Goldfields Shire Planning Scheme.
- **Further Investigation:** there are a range of actions that require further investigation to understand the implications before a decision can be made.
- **Advocacy Work:** Council plays an active role in advocating for various funds from State Government and other agencies to contribute to projects across the shire.
- **Council Work Program:** Ongoing Council capital works and strategic projects.
- **Work by Others:** Works and projects undertaken by Others.

Statutory Implementation

In terms of Planning Scheme Amendments, as identified in the Implementation Table, the Structure Plan will involve changes across the following aspects of the Central Goldfields Shire Planning Scheme:

- **Zones:** the Structure Plan recommends a number of zoning changes which will alter the statutory land use implications for various parcels of land. Further investigations are required to undertake a number of rezonings.
- **Overlays:** the Structure Plan recommends the application of some new overlays and the review and potential removal or adjustment of some overalys. Further work may be required in relation to some changes.
- **Policy:** changes to planning policy will ensure consistency in Council decision making to ensure key objectives and strategies of this document are considered.

The structure plan will require ongoing monitoring and review, and should be reviewed every 3-5 years to ensure it remains consistent with changes within the town, Councils local policies, the Council Plan, and State and Regional level Planning Policy.

Such a review period will also identify any changes required in response to new development proposals, shifts in residential demand or need for additional retail floorspace.

It is recommended that the first review occur at 3 years, to monitor and review the progress of key recommendations.

In particular the first review should assess the take up of land for residential development, in order for Council to reevaluate development capacity in the township based on actual rates of development that have been achieved after sewerage of the town or parts of the town.

5.2 Action Implementation Tables

The tables below collates the key actions identified within this document and assigns the following:

- **Mechanism:** how the action will be implemented.
- **Responsibility:** who is responsible for its implementation.
- **Timing:** whether it is a short term (0 to 5 years), medium term (5 to 10 years), or long term action (10 years plus).

Action	Mechanism	Responsibility	Timing	
Land Use				
A1.1	Undertake the following zone changes: <ul style="list-style-type: none"> ▪ Rezone the Commercial Town Centre indicated on the Land Use Plan to C1Z. Rezone remaining existing Township Zone land to either a GRZ or NRZ. ▪ In the medium term, consider rezoning 'Area B' to either the GRZ or NRZ if appropriate subject to determining the impacts of an EPA buffer from the Landfill and Transfer Station, potential relocation of the Transfer Station, and further investigations including potential land contamination, ecology, and bushfire risk. ▪ In the longer term, consider rezoning 'Area D' (RLZ part) to the GRZ, NRZ and/ or LDRZ if appropriate, subject to determining the impacts of an EPA buffer from the Landfill and Transfer Station, potential relocation of the Transfer Station, and further investigations including potential land contamination, ecology, and bushfire risk. ▪ In the longer term, consider rezoning 'Area P' to the GRZ, NRZ and/or LDRZ if appropriate, subject to further investigations, including ecology and bushfire risk, visual impact, and any buffer distances needed from the Timberyard on Biltons Lane. If the GRZ or NRZ were contemplated, those zones would likely be more appropriate for the northern part of Area P, than the remainder of Area P. 	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
				Medium Term
				Long Term
				Long Term

Action	Mechanism	Responsibility	Timing	
Land Use				
A1.2	Undertake the following overlay changes: <ul style="list-style-type: none"> Apply a 400sqm minimum lot subdivision size via a Design and Development Overlay to the future NRZ or GRZ areas, or potentially via a Schedule to the NRZ. Apply a Development Plan Overlay to 'Area L', and most of Area 'H' to coordinate orderly development in these areas, and require further assessments/ investigations. In the medium term, consider applying a Development Plan Overlay to 'Area B', to coordinate orderly development, and require further assessments/ investigations. In the longer term, consider applying a Development Plan Overlay to 'Area D' and 'Area P', to coordinate orderly development, and require further assessments/ investigations. 	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
				Short Term
				Medium Term
				Long Term
A1.3	In the longer term, review the growth potential of 'Area C', and 'Area N', as required.	Further Investigation	Central Goldfields Shire Council	Long Term
A1.4	Include the township boundary in Local Policy to provide certainty and clarity for future growth opportunities and to ensure development avoids more sensitive locations.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A1.5	Review and expand the township boundary to include growth areas if rezoned.	Planning Scheme Amendment	Central Goldfields Shire Council	Medium - Long Term
A1.6	Review potential zoning anomalies and rectify where appropriate.	Further Investigation/ Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A1.7	Review the zoning of Council-held properties to ensure zoning is appropriate for current and potential future uses.	Further Investigation/ Planning Scheme Amendment	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Land Use				
A1.8	Undertake a Rural Land Strategy that includes a review of RLZ areas around Talbot.	Council Work Program	Central Goldfields Shire Council	Short Term
A1.9	Monitor the rate of development after the provision of sewerage infrastructure.	Council Work Program	Central Goldfields Shire Council	Short Term (+ ongoing)
A1.10	Include relevant objectives and strategies from this structure plan element in a local policy relating to Talbot, where appropriate.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Housing Choice, Diversity & Affordability				
A2.1	Advocate for the funding of affordable housing, in Talbot, supported by findings from more detailed analysis of Affordable Housing Needs.	Advocacy Work	Central Goldfields Shire Council	Short Term (+ ongoing)
A2.2	Explore opportunities to use underutilised Council land to provide affordable housing.	Further Investigation	Central Goldfields Shire Council	Short Term (+ ongoing)
A2.3	Include relevant objectives and strategies from this element in a local policy relating to Talbot, where appropriate.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Character, Heritage & Design				
A3.1	Prepare Heritage Design Guidelines for HO208 and review the extent of the existing boundaries of the heritage overlay. Implement the Heritage Design Guidelines and an updated HO208 extent into the Central Goldfields Planning Scheme.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A3.2	Consider 'scheduling-out' solar energy system controls in the Heritage Overlay Schedule for HO208.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A3.3	Submit identified places for inclusion on the Victorian Heritage Register.	Advocacy Work	Central Goldfields Shire Council	Short Term
A3.4	Develop and apply new planning controls to the township to ensure the design of future development is sympathetic to the township's character. Use the Talbot Urban Design Guidelines as a main reference point. Implement the planning controls into the planning scheme, potentially via Design and Development Overlay Schedules, or other tools if necessary. Ensure local planning policy includes content to support this aim, as necessary.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A3.5	Include the encouragement of ESD measures or initiatives (including, but not limited to): <ul style="list-style-type: none"> - Energy efficiency - Permeability & stormwater - Water efficiency - Waste Management within any local policy or design focused planning controls prepared for Talbot, as appropriate.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A3.6	Undertake low level buffer planting along sections of Ballarat-Maryborough Road (eastern side), subject to bushfire risk review.	Advocacy Work/ Council Work Program	Transport Victoria/ Central Goldfields Shire Council	Short-Medium Term
A3.7	Undertake a review of existing entrance treatments at key entrance gateways, in accordance with the Talbot UDG (2016), and in consultation with the community. Deliver the improvements.	Council Work	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Character, Heritage & Design				
A3.8	Seek to incorporate educational and interpretative signage in the design of the nature trail along Back Creek, subject to consultation with Traditional Owners.	Further Investigation/ Council Work Program	Central Goldfields Shire Council	Short Term
A3.9	Develop a project to embed local Aboriginal language, design and names in public spaces across the township, subject to consultation with Traditional Owners.	Further Investigation/ Council Work Program	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Tourism & Economic Development				
A4.1	Explore developing complementary/aligned ancillary event(s) to the markets which avoid resourcing capacity constraints.	Further Investigation	Central Goldfields Shire Council	Short Term (+ ongoing)
A4.2	Investigate tourism opportunities where Talbot is part of a trail or a touring concept in conjunction with other towns in the Shire, or opportunities in the form of a unique arts and cultural event and small festivals.	Further Investigation	Central Goldfields Shire Council	Short Term (+ ongoing)
A4.3	Contribute to the greater promotion of the Ballarat – Maryborough Heritage Trail and the Talbot Heritage trail.	Council Work Program	Central Goldfields Shire Council	Short Term
A4.4	Continue to support the bid for World Heritage Listing of the Central Victorian Goldfields.	Advocacy Work	Central Goldfields Shire Council	Short Term
A4.5	Explore the potential for rail-related tourism (including heritage trains, or the like).	Further Investigation	Central Goldfields Shire Council	Short Term (+ ongoing)
A4.6	Continue to advocate for further funding to restore and maintain heritage assets across the township.	Advocacy Work	Central Goldfields Shire Council	Short Term (+ ongoing)
A4.7	Undertake a review of existing promotional signage at key entrance gateways, and wayfinding signage across the township in accordance with the Talbot Urban Design Guidelines (2016) and in consultation with the community. Deliver the improvements.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A4.8	Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Access and Movement				
A5.1	Investigate and deliver on-road marking of key pedestrian crossing points, with a view to improving pedestrian safety, and in particular student safety.	Further Investigation/ Council Work Program	Central Goldfields Shire Council	Short Term (+ ongoing)
A5.2	Deliver an improved maintenance regime for the unsealed roads and laneways.	Council Work Program	Central Goldfields Shire Council	Short Term (+ ongoing)
A5.3	Deliver the upgrading of Majorca Road and Oxford Street to dual lane.	Council Work Program/ Work By Others	Central Goldfields Shire Council/ Potentially Others	Long Term
A5.4	Investigate how community bus services can be enhanced to better serve Talbot.	Further Investigation	Central Goldfields Shire Council	Short-Medium Term
A5.5	Use the Development Plan Overlay Schedule in identified areas to ensure that proponents provide an appropriate movement network and access arrangements in the design of new subdivisions, including delivery of pedestrian and cycling infrastructure.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term (+ ongoing)
A5.6	Deliver on-road painted treatments of cycling tourist trails in town, and create safe cycling corridors.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A5.7	Undertake a review of the functioning and safety of the railway crossing (Scandinavian Crescent/Bond Street), and implement recommendations.	Further Investigation	Central Goldfields Shire Council	Short Term
A5.8	In the longer term, investigate the potential for an additional crossing of the train line, in a location generally north of the train station.	Further Investigation	Central Goldfields Shire Council	Long Term
A5.9	Advocate to DTP for more frequent passenger train services.	Advocacy Work	Central Goldfields Shire Council	Short Term (+ ongoing)
A5.10	Implement the footpath and on-road/off-road path projects identified for completion in the Walking and Cycling Strategy, and investigate completion of a footpath between Scandinavian Crescent and Ballarat Street, along Fyffe Street.	Council Work Program/ Further Investigation	Central Goldfields Shire Council	Short-Medium Term
A5.11	Future walking and cycling interventions in Talbot beyond those already identified, or delivered via new development, should be identified via future updates to Council's ITS and Cycling and Walking Strategy.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A5.12	Ensure the working group established in relation to the nature trail considers the inclusion of safely designed links back to the core township area.	Further Investigation	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Community Infrastructure				
A6.1	Monitor and review community needs with respect to community facilities and services.	Further Investigation	Central Goldfields Shire Council	Short Term (+ ongoing)
A6.2	Identify the new northern open space corridor in relevant planning controls to apply to the proposed corridor location. A Development Plan Overlay is recommended across the Areas where the open space corridor is proposed.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A6.3	Explore whether public acquisition may be necessary to facilitate the delivery of the northern open space corridor.	Further Investigation	Central Goldfields Shire Council	Short Term
A6.4	Establish a working group to investigate and design the Nature Trail along Back Creek.	Council Work Program	Central Goldfields Shire Council	Short Term
A6.5	Undertake a master planning process for the Talbot Recreation Reserve.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A6.6	Undertake master planning processes for the Talbot Soliders Memorial Park and the Talbot Ornamental Plantation.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term

Action	Mechanism	Responsibility	Timing	
Environment & Landscape				
A7.1	Ensure ecological assessments are carried out for Area B, D and P to inform the feasibility of future rezoning in those areas, and protect significant ecological values. Ensure ecological assessments are carried out for Area L and H to inform future subdivision in those areas, and protect significant ecological values.	Further Investigation	Proponent & Central Goldfields Shire Council	Short Term- Long Term
A7.2	Ecological Assessments should be sought, where necessary, for new development proposals within other existing township areas. Protect significant ecological values in these areas.	Further Investigation	Proponent & Central Goldfields Shire Council	Short Term- Long Term
A7.3	The working group established to investigate and design the nature trail should ensure that the design is sensitive to EVCs and other ecological values present, and that opportunities for ecological restoration are explored in the project.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A7.4	Protect the significant population of Spiny Rice-Flower in the planning scheme by applying a Vegetation Protection Overlay.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A7.5	Master plans for the three reserves should be sensitive to EVCs and other ecological values present.	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A7.6	Ensure the strategy of increasing vegetation cover is explored in the master planning processes for the three reserves identified for master planning (subject to review by a bushfire planning professional).	Council Work Program	Central Goldfields Shire Council	Short-Medium Term
A7.7	Ensure new design-focused planning controls include the performance criteria for vegetation on a discretionary basis.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A7.8	Ensure that vegetation-related directions in the design controls proposed for the township are subject to review by a bushfire planning expert, to ensure that risk is not unacceptably raised in the township area.	Further Investigation	Central Goldfields Shire Council	Short Term

Environment & Landscape Actions Continued over page...

Action	Mechanism	Responsibility	Timing	
Environment & Landscape				
A7.9	Determine a definition of “significant” existing vegetation as part of the formulation of design controls to be implemented, and appropriate mechanisms by which to protect this vegetation (planning scheme or local law).	Further Investigation	Central Goldfields Shire Council	Short Term
A7.10	Investigate utilising the list of recommended street and park trees included in the Talbot UDG (2016).	Further Investigation	Central Goldfields Shire Council	Short Term
A7.11	Ensure that the ambition of maintaining view-lines to surrounding rural land and the more distant forested areas is reflected as a consideration in either DDO schedules to apply to township areas, and/or potentially included in local policy for Talbot.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A7.12	Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Environmental Risks & Climate Change				
A8.1	Update flood mapping within the planning scheme via planning scheme amendment.	Planning Scheme Amendment/ Work By Others	NCCMA	Short Term
A8.2	Implement objectives and strategies from this element of the structure plan into the planning scheme, where appropriate to do so.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term
A8.3	Ensure a bushfire planning professional reviews any new planning controls and design requirements, including landscape requirements, to apply to Talbot.	Further Investigation/ Planning Scheme Amendment	Central Goldfields Shire Council	Short Term- Long Term
A8.4	Undertake investigations into the potential for land contamination across the township where necessary, and apply the Environmental Audit Overlay (EAO) to potentially contaminated sites where appropriate.	Further Investigation/ Planning Scheme Amendment	Central Goldfields Shire Council	Short Term- Long Term
A8.5	Investigate and confirm the EPA buffer requirements to the Waste Transfer Station and former Landfill site	Further Investigation	Central Goldfields Shire Council	Short Term
A8.6	Undertake a review of the location of the transfer station and potentially relocate.	Further Investigation	Central Goldfields Shire Council	Short Term

Action	Mechanism	Responsibility	Timing	
Physical Services & Utilities				
A9.1	Finalise the preparation of a Sewerage Scheme/System Design for Talbot.	Work by Others	Central Highlands Water	Short Term
A9.2	Ensure new DPO schedules to be applied to selected areas includes a Servicing Plan.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term- Long Term
A9.3	Investigate the feasibility of developing a community battery, and seek Government funding to support its development.	Further Investigation	Central Goldfields Shire Council	Short Term- Medium Term
A9.4	Determine and apply a buffer around a local Waste Water Treatment Plant, should one be developed.	Further Investigation	Central Goldfields Shire Council	Short Term
A9.5	Prepare a drainage plan for existing and growth areas of Talbot.	Council Work Program	Central Goldfields Shire Council	Short Term- Medium Term
A9.6	Implement IWM and WSUD requirements into the planning scheme, as appropriate. Include in new controls relating to Talbot where appropriate, otherwise explore changes to local planning policy.	Planning Scheme Amendment	Central Goldfields Shire Council	Short Term



8.8.2 TALBOT FUTURES

Outlined here is the people of Talbot's *Vision** for the future of the township along with the **3 Jobs**, **4 Archetypes** and **5 Strengths*** of Talbot. Considered together these form a key strategic direction for Talbot.

The Vision captures the town's ambitions and priorities and draws a picture of a shared future.

The 3 jobs capture the key functions of the township, both tangible and intangible. These are the services or roles that are primary reasons that people choose to live,

“People in small towns, much more than in cities, share a destiny.”

- Richard Russo

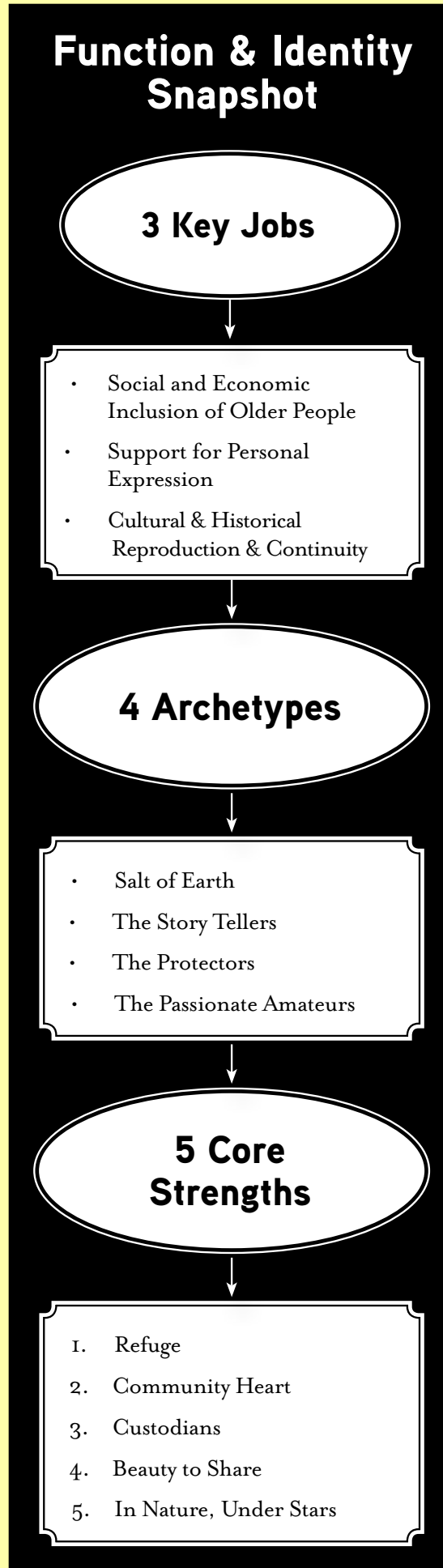
shop or invest in Talbot.

The archetypes map the characteristics and personality types that shape the town; most residents of Talbot township share motivations and values with one or multiple archetypes.

The 5 Strengths articulate the qualities that make Talbot Talbot and are essential for continuity of Talbot's identity and that enable Talbot to meet the needs of its community.

Think of these as a guide and a touchstone for day-to-day decision making. These should hold true for the better part of the next decade. None of the strengths can be lost without risking continuity in Talbot's function and identity, however it's possible that new jobs, archetypes or strengths may emerge which should be added to the mix.

* These are still in draft form and may evolve or change slightly during the feedback process



5 Core Strengths of Talbot Township

1. Refuge

A place to slow down, age in place, find peace and quiet and meaningful face to face connections. A place for gardening, reading and reflection. A place where you can stand in the middle of a street and have a chat with a neighbour. A place to enjoy retirement/semi-retirement and the third age.

2. Community Heart

Busy and generous locals who pitch in and invest time in their community and each other, seeing the local footy team, belonging to a club/committee, participating in outdoor exercise. Cuppas at each other's houses, evening walks, giving your neighbour a lift to a medical appointment, taking initiative and pride in place.

3. Custodians

A town that has embraced the legacy of the Gold Rush and taken on the role of caretakers in its complexity and fullness. Locals volunteering to run museums, restore antique machinery, sweep out bluestone drains, and maintain, restore and register heritage buildings. Despite the challenges of declining infrastructure and insufficient preservation mechanisms, locals remain steady in their mission to keep history alive. Multi generations of families growing up in Talbot with deep connections to its past and wishing to pass on the stories and legacies to a new generation.

4. Beauty to Share

Home to potters, artists, curators, crafters, artisans and ornamental gardeners. A place of collaboration, creativity, community gardens at the centre of town, open garden events, Christmas lights festivals, free book racks and planter boxes on the street.

5. In Nature, Under Stars

Cradled by bushland reserves, under big skies, a perfect spot for stargazing, plenty of space, uninterrupted sightlines, views of the Pyrenees, bushwalking, Back Creek.

Talbot Futures Community Vision

Talbot offers a *peaceful respite* from city life. The community is *growing slowly and steadily*, with visitors and new residents enjoying the personality, charm, and history of the town. Locals both new and old put down deep roots, know their neighbours and have a *strong sense of pride in place*.

The town has *everything you need for a comfortable life* including sewerage, local doctors, a pharmacy, a choice of places to eat, a small independently run supermarket and a thriving monthly market. Local employment is limited; most locals commute or drive to nearby towns to work using regular public transport services or they take advantage of improved internet and phone connection to work remotely.

Walking around the township, you will discover its *historic core with small houses, both new and old, knitted together tightly* on small original lots that extend the look & feel of Scandinavian Crescent. Larger surrounding properties in the township have *spacious gardens with wide views of big skies, sunsets and the landscape*. Contemporary homes and well-preserved historic architecture strike a *sensitive balance between past and present*.

Both young families and those looking to enjoy retirement will find a *welcoming and secure place to call home* in Talbot. It has a thriving kindergarten and primary school and *accessible housing for people on fixed or lower incomes. Older residents are included socially & economically* and the town has high walkability with many targeted community programs for both the young and old alike. It also boasts *dedicated housing* with universal design that allows residents to age in place.

Full of trees & birds, Talbot is known for its beautiful gardens and landscapes, with shady streets, community projects and green backyards. It is surrounded by farmland & natural iron-bark and grassy woodland. It is *a place of beautiful journeys*, with forest paths, cobblestone lanes & myriad walking & cycling paths.

Talbot tells the stories of its past and present, celebrating the living culture of the Dja Dja Wurrung people and preserving its Gold Rush past. Making a home in Talbot is *an invitation to be a part of living history*, and *join a friendly, well-knit community*.

“It kind of feels like one big community working and playing together all day!”

- Talbot Local

“My Talbot is a quiet community where I feel at home and I can wear my gumboots to the Post Office”

- Local

About the project

The 5 Key Strengths of Talbot township and the Vision for the future captured in this document have emerged from the Talbot Futures project which includes investigations into sewerage upgrades and a new Structure Plan and is led by Central Goldfields Shire Council and delivered by Hansen Partnership, economists SGS and urban strategists and place-based consultants Hello City.

Talbot Futures is supported by the Victorian Government through the Living Regions Living Suburbs fund and it was launched in October 2022.

About Talbot

Talbot is a small town located on the traditional lands of the Djaara or Dja Dja Wurrung people about 2 hours drive north-west of Melbourne. Situated in the Victorian Goldfields region, Talbot's history is intertwined with the Victorian Gold Rush of the mid-19th century, which shaped the town's architecture, identity, and economy.

As the gold prospectors moved on, Talbot's population steadily decreased, and it is now home to 452 residents, the majority of whom are over 50 and some of whom use the township as a second home on weekends. Talbot has a legacy of historical buildings, shop fronts, streets and subdivided lots much larger than is typical for a town of its size with many of the shops and historical buildings now private residential properties.

Small and peaceful, Talbot has easy access via road and train to neighbouring towns and cities, including Ballarat, and Maryborough. It's home to a cafe, a pub, an antique store, a gift store and a few boutique second hand book stores as well as a popular monthly Market. The Talbot Post Office fills some of the retail gaps providing multiple services to the community including operating as a convenience store, newsagent and visitor information centre.

Neighbouring towns include Maryborough, Clunes, Amherst, Majorca, Carisbrook, Lexton and Avoca. The township also serves as a centre for a district of smaller locations including Daisy Hill, Red Lion, Mt. Glasgow, Craigie and Caralulup.

Research & Engagement

More than 12% of the population of Talbot have taken part in the conversation to date 100+ exchanges, and 50+ individual participants. Locals were challenged to work through difficult trade-offs, tackle thorny problems and do some open-ended creative dreaming and planning for their best possible future Talbot.

For more detail on the process and what the people of Talbot have had to say, see the Talbot Township Function and Identity Study.

Key Research Insights

Key community priorities include;

- maintaining strong social networks
- slow growth
- increased demographics of families and young people
- improved mobile and internet service
- ensuring new development matches the look and feel of the heritage buildings
- a town centre with denser built form, strong township identity & increased activity including food and beverage choices, pharmacy, GP and an independent supermarket

Talbot Futures Generator Outputs

Participants were asked to make a series of decisions and trade-offs around both strategic and day-to-day aspects of life in Talbot.

Community Talbot: a town with strong social networks and a community feel

Township Talbot: a Talbot town centre with denser built form, strong township identity & increased activity

Sustainable Talbot: a town which grows at a steady pace and minimises negative impacts on the environment and resources

Expanded Talbot: a town that relies on resources outside the town boundary, and is car dependent

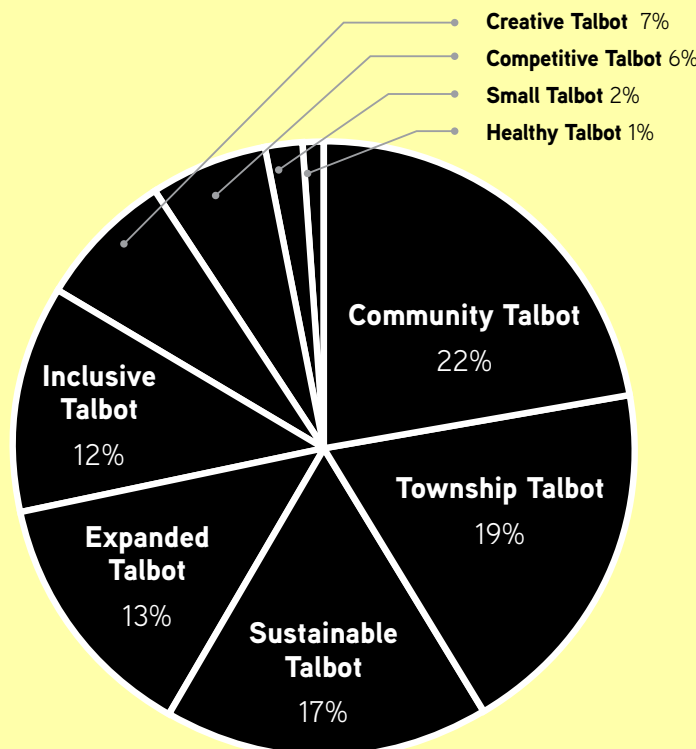
Inclusive Talbot: a town which prioritises fairness, equality & social cohesion

Creative Talbot: a place that embraces and supports innovation, learning, creativity & personal expression

Competitive Talbot: a fast growing town and economy where businesses have a strong voice

Small Talbot: a quiet, small town with slow growth & a strong focus on history

Healthy Talbot: a town where there are exceptional levels of health & wellbeing



oh poo



Talking Sewerage

Most respondents believe that Talbot needs a sewerage upgrade, only 2 respondents were opposed.

Those in favour objected to the current smell of blocked drains and septic smells, and wanted to see increased enviro sustainability and development and growth.

While the vast majority of participants firmly support sewerage upgrades, it is possible that objections will emerge once specific sewerage design options and more information on the implications of these are available.

The following concerns and questions were raised by residents who were both for and against a sewerage upgrade;

- cost of initial connection
- damage to gardens during installation
- ongoing cost of being connected particularly for residents on a fixed income
- increase in rates
- locations of settling ponds and tanks
- general disruption during installation



Case Study: Newstead, Vic

Newstead is a small but vibrant town with a strong sense of community whose economy is mostly based on agriculture and tourism. With a population of only 700 people it is home to a main street of well maintained Gold Rush era buildings operating as retail as well as a boutique music festival and an arts hub located in the old train station. Although small it has retained a healthy number of businesses and services including a post office, bakery, pub, cafes, community centre, supermarket, a butchers and gift and fashion retail.



Case Study: Violet Town Markets

The small community of Violet Town, Victoria, has been successfully running one of Victoria's best loved Community Markets since 1978 despite having a population of only 1,100 people. The town's monthly community market has become a major attraction for both locals and tourists alike, with thousands of visitors flocking to the market each month to shop at one of its over 300 stalls. The market is run by volunteers, and all profits go towards supporting the local community. Visitors are encouraged to make a weekend of it with multiple accommodation options in town, a country pub, takeaway, as well as a wine bar and restaurant about to open doors in a historic mainstreet pub.

TALBOT TOWNSHIP

FUNCTION & IDENTITY STUDY

MAY
2023



Talbot Futures.

May 2023

Prepared by Hello City for Central Goldfields Council

www.hellocity.com.au



PRIVACY & CONFIDENTIALITY

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CONSULTATION

Hello City takes all reasonable steps to ensure the accuracy and authenticity of the information provided. We take our responsibility to present the views of participants accurately seriously however we cannot be accountable for the authenticity of information provided to us. Where there are gaps and omissions in the information provided we will work with you to fill or correct these within the scope of the project.

Unless noted, the conclusions and findings in this report are those of the Hello City team.

DIAGRAMS, SKETCHES AND IMAGES

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CONTEXT

*"PEOPLE IN SMALL TOWNS,
MUCH MORE THAN IN CITIES,
SHARE A DESTINY."*

/ RICHARD RUSSO

BACKGROUND

THE PROJECT & OUR ROLE

The Talbot Futures project is a structure planning process being led by Central Goldfields Shire Council and delivered by Hansen Partnership, economists SGS and urban strategists and place-based consultants Hello City. The project was launched in October 2022.

Hello City's role is to:

- investigate and define the key aspects of the current identity and function of the town centre and how these might be affected by physical and structural and strategic changes
- understand the community's ambitions for the future
- capture a vision to guide the structure plan and serve as a touchstone for decision making

An early draft version of this document was circulated with the project team before the engagement was complete. This staggered approach was taken to mitigate the delays caused by floods and bad weather.

HOW TO USE THIS DOCUMENT

This document captures the findings of our research into the current identity and function of the town centre. These are the elements which need to be retained in order for Talbot to remain Talbot, even as the place changes and evolves.

We have defined the **3 key jobs**, **4 archetypes** and **5 strengths** of Talbot township which together make up the key components of Talbot's tangible and intangible function and identity.

We have then identified which key tangible touchpoints or elements need to be kept or preserved, which should evolve and which elements or aspects should be eliminated or avoided in future.

Change & My Grandfather's Axe

"This.. is my family's axe. We have owned it for almost nine hundred years, see. Of course, sometimes it needed a new blade. And sometimes it has required a new handle, new designs on the metalwork, a little refreshing of the ornamentation . . . but is this not the nine hundred-year-old axe of my family? And because it has changed gently over time, it is still a pretty good axe, y'know. Pretty good."

Terry Pratchett, The Fifth Elephant

The paradox of the Grandfather's Axe gets to the heart of how to manage change in relation to the ongoing function and identity of a place. Like the axe, places can and should change over time to suit the changing needs and resources of the community.

Cities and towns are constantly evolving and changing. Buildings are torn down and replaced, streets are re-purposed, and entire neighbourhoods can undergo transformation. However, despite these changes, the essential aspects of a city remain. Its culture, history, and unique character remain fundamentally intact. Like the grandfather's axe, a town may not physically be the same, but it remains familiar and recognizable, representing the shared experiences and memories of those who call it home.



HELLO CITY PRESS
Talbot Futures News

ISSUE 001 01 // 19.10.22

What is Talbot Futures?

WELCOME, DEARLY READERS OF TALBOT, TO THE VERY FIRST ISSUE OF THE TALBOT FUTURES NEWS. THIS IS A PLACE TO SHARE STORIES OF TALBOT, PAST AND PRESENT, EXPLORE KEY ISSUES RELATING TO GROWTH AND CHANGE, AND FIND ALL THE LATEST INFORMATION AND NEWS AROUND THE PROJECT IN ONE PLACE.

The Talbot Futures project is a collaborative effort between the Talbot Futures Steering Group and the Talbot Futures Working Group. It is a place where we can share our stories, our hopes, and our dreams for the future of Talbot. We are excited to have you here and we hope you will find it an interesting and informative read.

What is a Structure Plan?

WE HAD A CHAT WITH CENTRAL GOLDFIELDS SHIRE COUNCIL'S FRIENDLY STRATEGIC PLANNER SUMAYA TONNY ABOUT THE INS AND OUTS OF STRUCTURE PLANNING.

Q What is a structure plan?
A structure plan is a tool used to guide the development of a specific area. It sets out the vision for the area and provides a framework for future development. It is a key document in the planning process and is used to inform decision-making.

"WHY DID THE CHICKEN CROSS SCANDINAVIAN CRESCENT?"

Scratchings and crows from the streets of Talbot by the local rooster at-large

The rooster has been a part of Talbot's history since it was first settled. It is a symbol of strength and resilience, and it has been a part of the community since the beginning. The rooster has been a part of the community since the beginning, and it has been a part of the community since the beginning.

Talbot, the Tiniest Train Town

The town of Talbot is a small town with a big heart. It is a town that has a rich history and a bright future. It is a town that is proud of its heritage and its community. It is a town that is full of life and energy, and it is a town that is always growing and changing.

Smells like Teen Spirit

What is it about Talbot that makes it so special? Is it the friendly faces, the beautiful scenery, or the sense of community? Whatever it is, it's something that makes Talbot a unique and special place. It's a place where everyone belongs, and it's a place where the future is bright.

It's Laven and Murgon time so the flowers are blooming...

The recent rains and flooding have been scary for a lot of roosters. I've had to take cover several times under the heritage awnings outside of shops and private residences on Scandinavian Crescent.

The Wildly Incomplete, Disjointed & Probably Inaccurate History of the Talbot Leader

It was a lot of us making a lot of noise.

The Talbot Leader is a newspaper that has been published in Talbot since 1911. It is a newspaper that has a long and rich history, and it is a newspaper that is proud of its heritage and its community. It is a newspaper that is full of life and energy, and it is a newspaper that is always growing and changing.

Map & historical photos including the editorial crew of the influential Talbot Leader

THE TALBOT QUIZ

Trivia buffs test your knowledge with the Talbot Quiz.

- How many children were there in Talbot in 1911?
- Talbot's first school, The Talbot School, was built in 1911. What year was it built?
- What was the first newspaper published in Talbot?
- What was the first newspaper published in Talbot?
- What was the first newspaper published in Talbot?

On your marks, get set, go!

Walk & Talk

Walk & Talk is a program that encourages people to walk and talk in their communities. It is a program that is designed to promote health and well-being, and it is a program that is always growing and changing.

ABOUT TALBOT

Talbot is located on the traditional lands of the Djaara or Dja Dja Wurrung people. 2 hours by car North West of Melbourne.

Once a gold rush boomtown with 70 pubs and multiple banks, Talbot now maintains a small population, with 452 residents recorded at the 2021 census with a population that skews older.

Its history is evident in its remaining heritage buildings, however many of these remain closed to the public, with some key historic retail now private residential property.

Residents tend to put down deep roots in the township and many have owned their homes for decades. Some residents only live in the township on weekends as a second home.

Talbot has a small retail/food and beverage offer which includes a cafe with limited opening hours, the pub, an antique store, a gift store, a few boutique second hand book stores and the long running monthly Markets. The Talbot Post Office fills some of the retail gaps providing multiple services to the community including operating as a convenience store, newsagent and visitor information centre. Other community spaces include the volunteer-led Talbot Library and Talbot Museum.

Internet and phone connectivity is poor but is compensated for by the effective bush telegraph.

It's a short trip to Maryborough or Clunes by car or train, with public transport options to both Melbourne and Ballarat.

Neighbouring towns include Maryborough, Clunes, Amherst, Majorca, Carisbrook, Lexton and Avoca. The township also serves as a centre for a district of smaller locations including Daisy Hill, Red Lion, Mt. Glasgow, Craigie and Caralulup.

UNDERSTANDING THE IDENTITY & FUNCTION OF PLACES

Defining the identity of a person or place can be difficult as identities and functions are perceived differently according to individual perspectives, are ever-changing and often multiple.

Identity is an essential part of what it means to be human. Identity is the framework we use to create and make sense of meaning and value in all aspects of our lives. In turn the identity and meaning of a place is given purpose and legitimacy by the users of the place, the people who live, work, visit or engage with a place.

Because of this, the identity of people and of places is intimately connected, including the personal, the economic and the political aspects of a place. Attempts to change the identity or function one or the other will almost always be challenged. Who brings about the change is as important as the nature and extent of change. The consequences for places can be extreme if people reject the new identity and function and what it means or how it operates.

We have based this study on the following principles of identity:

- **Identity is a cocktail.** Talbot is best understood as providing an interconnected mix of social, emotional, economic, psychological and political outcomes for individuals and the community.
- **Identity builds up, is erased, hacked and is rebuilt over time.** The identity of the town is the accumulated meaning given to it by multiple generations of visitors, residents and workers, while constantly changing and contested.
- **Identity exists in the space between people and place.** The identity of the town is inseparable from the identity of individuals, groups and the community. One shapes the other.
- **To measure the value of a place's identity, look at what they give to our own personal identity. Talbot's value should** be measured in terms of the social, cultural, historical, economic and political contributions to individual, family and community identities.

KEY SOCIOECONOMIC FACTORS

NATURALLY OCCURRING RETIREMENT COMMUNITY (NORC)

A Naturally Occurring Retirement Community or "NORC" was coined in the 1980s and defined as neighbourhoods and housing developments, originally built for young families, in which 50 percent of the residents are 50 years or older and have aged in place.

The region could be considered a Rural NORC also known as a Naturally Occurring Retirement Region (NORR), while Talbot is a Naturally Occurring Retirement Neighbourhood (NORN) with over 60% of its residents aged over 50 in the 2022 Census.

In response to the NORC demographic phenomenon, many communities have developed NORC programs to serve their senior residents by providing social and health care services tailored to their specific needs (NORC-SSPs). The community-based programs are often partnerships between housing/ neighbourhood organisations, residents, health and social service providers. The goal of these programs is maximising the health and well-being of resident seniors so they can maintain their independence and comfortably remain in their homes as they age in place.

Talbot already offers some of these services and fills these gaps within the community both formally through volunteer programs such as the community medical car and community exercise programs for older residents and informally through neighbourly support around household tasks and meal prep etc.

Case Study: Oasis Senior Supportive Living Inc

Residents of an existing NORC, a midsize apartment building in Kingston Ontario worked in partnership with the landlord, the local Council on Aging and regional health partners to develop programs and services and create Oasis Senior Supportive Living Inc - an innovative NORC-SSP



Oasis Senior Supportive Living Inc



Main street revitalisation project - Makers & Collector's Market

"I've been here 18 years ... when Oasis started it was a wonderful thing because before you never knew anybody, now you know everyone"

- Kingston resident

UNCONVENTIONAL TRADERS

Talbot has very few retail/hospitality businesses, most of meet the criteria of Unconventional Traders.*

This class of trader contributes much to the social capital and character of a place and are likely to demonstrate one or more of the following characteristics:

- **Not profit-oriented, may not need to earn a living wage from the business**
- **Non-monetary returns are prioritised, such as social connection, building and sharing a collection, contributing to the community and quality of experience**
- **Quality of life, family, social and other personal or professional commitments are prioritised over consistent/optimal opening hours and other aspects of operation**
- **Customer-base is narrow, there is often no desire to promote their retail activities to a broader base**
- **Typically single-operator businesses, or staffed by volunteers, friends and family.**

Case Study: Preston Market Neighbourhood

The traders of the Preston Market streets are Unconventional Traders whose needs and role in the economy, social & place-brand contribution are poorly understood within standard planning frameworks. Hello City coined the term Unconventional Traders to capture this often misunderstood and underserved segment of local economies and communities and to develop strategy, tools and programs to support them.

“People come to the market to support family businesses and contribute to something that is different from mainstream shopping centres.”

- Sue, Rhubarb Rhubarb Organics

MAIN STREETS

Main streets have evolved over hundreds, if not thousands, of years into many different forms but with the same goal; to provide a place for people to get from A to B and trade and exchange goods, services, money, to meet their essential needs and then their wants and desires.

We argue that it is not useful or possible to understand main streets from a purely economic position but as inseparably intertwined with social, political and other cultural behaviours, rituals, institutions and beliefs.

BOOMTOWNS, GHOST TOWNS & GOLD RUSH TOWNS

Most towns evolve gradually over time according to social and economic forces, towns like Talbot spring up overnight in response to an overwhelming economic driver while the social, cultural and practical elements of play catch up.

In some cases, like in Talbot, before the town is fully established the economic driver evaporates, leading to a sharp decline in population and abrupt shift in the function and identity of the town.

This shift leaves the new, smaller community in a situation where the layout, amenities, infrastructure, policies and assets of the township may not be fit for purpose or may be in excess of needs or capacity to manage.





CASE STUDY: JAPAN'S CHIIKI OKOSHI KYŌRYOKUTAI

Faced with declining populations in regional areas, Japan has been running successful programs such as Chiiki Okoshi Kyōryokutai (Local Vitalization Cooperator) to encourage thousands of motivated and talented people to move from Japan's biggest cities to areas experiencing population decline. Today over 1000 communities across the country welcome new residents who bring new blood, new ideas, and new energy to the communities they live and work in.

"I want to raise my children in this town where I can live with a sense of the seasons"

- New resident of Omori Town



ZOOMTOWNS & REMOTE WORK

The movement of residents from the cities to smaller regional communities has increased since the rise of remote and hybrid work during COVID, particularly to regional towns with great amenities or accessible property prices.

New residents may put pressure on infrastructure, cause rapid changes to local dynamics, and lead to increases in property prices making housing less accessible for locals. On the other hand, an increase in population may create new economic opportunities and an increase in demand leading to better provision of goods and services.

Talbot, with its train station, relative proximity to Melbourne, considerable local charms, and upcoming communication upgrades, could be an attractive option for remote and hybrid workers.

CASE STUDY: CHOOSE TOPEKA

Topeka (the capital city of Kansas) works with employers to offer a US\$15,000 grant to employees who choose Topeka as their new home. To make it as easy as possible for potential talent to choose Topeka, the application is a simple online form and acquittal is equally straightforward.

"Communities, such as ours, that invest in talent ultimately reap the benefits of a robust and specialized workforce as well as a stronger, more intentional community."

- Dan Foltz, board chairman of GO Topeka

*Former
Goodman's Phoenix Ho
c1870*

RESEARCH & ANALYSIS

*"THERE IS NO POWER FOR CHANGE
GREATER THAN A COMMUNITY
DISCOVERING WHAT IT CARES ABOUT."*

/ MARGARET WHEATLEY ED.D

stel

LITERATURE REVIEW

We reviewed a range of literature to understand what others have said about similar places, how they work and roles they perform in communities. We looked at research on the anthropology of small towns, urban design, cultural and urban theory, place branding and place economics.

Our goal was to define the ways in which meaning is created by the people and the activity and the role of spaces and buildings. We used these contemporary understanding of identity and social significance to identify and define tangible and intangible qualities of Talbot's identity and function.

DESKTOP RESEARCH

We reviewed existing reports provided by Council, historical archival material, social media posts and other publicly available information including:

- **Recent reports and studies including the Talbot District Community Plan 2030, Central Goldfields Community Vision 2031, Economic Development Strategy 2020-25, Tourism and Events Strategy 2020-25, Central Goldfields Shire Walking and Cycling Strategy 2017-2026 and the Population, Housing and Residential Settlement Strategy 2020**
- **Local blogs, tourism websites and social media pages and accounts**
- **Google maps, ABS, Homely, etc**
- **State and local libraries heritage section**
- **Museum archives and collections**
- **Local papers including the Maryborough Advertiser**

PRIMARY RESEARCH & ENGAGEMENT

To understand the identity of the town, how it functions and community attitudes we carried out in person face-to-face research. When we used existing texts, images and online sources, these were tested and ground-truthed with targeted engagement and site visits.

We carried out site visits on different days to observe the types of activities and document the built form and other spatial, visual and relational elements that represent the human aspects of the town centre. We built on this with an in-depth engagement program.

In order to engage with the following challenges and conditions our engagement program was designed to:

- **work effectively both online and offline as only 70% of homes in Talbot have internet, and many locals don't spend time online**
- **be highly accessible for both in person as remote participants as many residents in Talbot are aged over 70 and are especially vulnerable to COVID and may experience vision or mobility issues**
- **provide high levels of flexibility in response to emerging issues such as floods**
- **provide multiple meaningfully ways to connect and participant while minimising COVID risks during a period where there was an increasing divide between those still concerned or vulnerable and those keen to relax restrictions**

Local Prue Bagley joined the Hello City project team, and was the local face of the Talbot Futures Conversation. This ensured that her local knowledge and insights shaped the project from day one, and we were better able to be responsive to the changing needs of the community.

Contrasts & Commons

Holding conversations with communities around forging a shared vision is as much about engaging with differences and tensions as it is about finding shared values and ambitions.

We use a number of engagement tools and approaches to dig beyond superficial or perceived differences and find commonalities and understand any significant gaps.

These tools challenge participants to think through difficult trade-offs or generate original ideas and solutions. This way our insights, visions and strategies* are able to move beyond buzzwords and wish lists.

This process has allowed us to get to the heart of what makes Talbot, Talbot.

Each community has its own set of contrasts, in Talbot these can be summarised as:

- residents who live in Talbot full time <> 'weekenders' who have a second home in Talbot
- residents who have been in town for multiple generations <> newer residents
- those who want to position Talbot as a tourism destination <> those who are more inwardly focused on building a town for locals to enjoy
- those who want Talbot to grow and expand rapidly <> those who want little to change beyond a sewerage upgrade

*This primary research and engagement has also been used to define a shared vision for Talbot which can be found in the Talbot Futures Vision Report



THE TALBOT FUTURES CONVERSATION

More than 12% of the population of Talbot have taken part in the Talbot Futures Conversation program to share their thoughts for the future of Talbot, with 100+ conversations and engagements, and 50+ individual participants to date. The program includes 4 publications, 2 in-person working sessions on site, 2 creative challenges and 3 surveys/written activities which could be engaged with both in person.

Participants live primarily in the Talbot township with a few from the broader district who worked, shopped or had partners in town. They were aged between 8 and over 80 and a combination of newer residents who have lived locally for less than 2 years and people who grew up in Talbot. A mix of retirees, workers and business owners and people with a range of mobility and physical ability took part.

The engagement process for Talbot Futures began in Oct 2022 and has so far included the following elements, outputs of which have been summarised in this section of the report:

- **Talbot Futures News** is a multi issue limited run publication in both poster and newsletter formats designed to inform, connect and spark conversations with and between locals around the sewerage upgrades and structure planning process. Issues were published in October, November 2022 and March 2023. Each issue included interesting articles, infographics and creative challenges to inform residents about the structure planning process and implications of sewerage upgrades, along with elicitation exercises such as surveys and questionnaires. A combination of interviews, articles, family histories and photos by and with locals ensured strong interest in and engagement by Talbot residents.

We partnered with well-loved local newsletter Talbot Today, Tomorrow (TTT) to distribute the Talbot Futures News to their 650+ readers both locally and across the district. The publication was also stocked in local businesses, the library, the bowls club and the pub.

Each issue of the Talbot Futures News featured a copy of, or QR link to, key engagement activities.

- **Walk & Talk.** On November 23rd Talbot locals, the project team, key Council staff and stakeholders gathered for a place audit and creative conversation. Invites were issued via email, posters, in Issue #1 of the Talbot Futures News and via Council social media channels.

The walking place audit asked locals to buddy up in small groups and travel a commonly walked route in town together. Using Hello City's Place Audit Toolkit they assessed key aspects of Talbot and gave each element a score. This toolkit has been provided to Council, and is designed to be carried out every 6 to 12 months to map progress and change and can be completed by community members or Council offices in about 1 hour.

- **Talbot Futures Community Design Lab.** In collaboration with CGSC and Hansen, Hello City hosted a community design lab on March 25th 2023. We invited the community to help explore the details of Talbot's possible futures. Participants gathered in small groups to test the draft vision, discuss trade-offs, do scenario planning and get down to the brass tacks of action planning.

Invites to the Design Lab were issued via email, in Issue #3 of the Talbot Futures News and via Council social media channels.

- **Activities and surveys** which were shared in issues of Talbot Futures News, via email, on local community social media pages and promoted online by Council using their website and social media pages and included:
 - **My Talbot Is...** a short vox pop survey intended to capture key elements of Talbot's identity and what locals value most
 - **Talbot Futures Postcard & Capture Challenges.** Creative competitions where participants defined a vision for the future and won local prizes
 - **Talbot Futures Generator.** A robust exercise where participants were challenged to work through key decisions and tough trade offs around the future of housing, culture, transport, identity and future investment in health, culture and education
 - **Digging Into The Details.** 3 key questions about lot sizes, managing Gold Rush era legacy, and how to deal with sewerage

MY TALBOT IS...

safe *heritage buildings*
community *peaceful*
 fighting to survive *learning to thrive* *getting older*
 "a town I grew up in" **HOME** *interesting family farm*
 historic **unique** "my landing place"
 bigoted *very quiet* *spacious* "where I choose to live"
 kind *potential* *fantastic*
 "my father & my grandfather"
 charming
 comfortable **friendly**
 sanctuary

HELLO CITY PRESS

Talbot Futures News

ISSUE 003

03 // 18.03.23

MY TALBOT IS... *heritage buildings* **community** *peaceful*
 fighting to survive *learning to thrive* *getting older*
 "a town I grew up in" **HOME** *interesting family farm*
 historic **unique** "my landing place"
 bigoted *very quiet* *spacious* "where I choose to live"
 kind *potential* *fantastic*
 "my father & my grandfather"
 charming
 comfortable **friendly**
 sanctuary

The project so far...

On the 18th June, the members of the Talbot Futures Design Lab met for the first time. The meeting was held at the Talbot Community Centre, where the members of the Design Lab discussed the project and the role of the Design Lab. The meeting was a success and the members of the Design Lab agreed to meet regularly to discuss the project and the role of the Design Lab.

Testing the Vision

A key challenge was to test the vision of the Talbot Futures project. The vision is to create a vibrant, inclusive, and sustainable community in Talbot. The vision is to create a community where everyone has a say in the future of the town and where everyone has access to the same opportunities and resources. The vision is to create a community where everyone has a sense of belonging and where everyone has a chance to thrive.

Our Future Talbot is ...

Our future Talbot is a vibrant, inclusive, and sustainable community. Our future Talbot is a community where everyone has a say in the future of the town and where everyone has access to the same opportunities and resources. Our future Talbot is a community where everyone has a sense of belonging and where everyone has a chance to thrive.

7 Fast Facts about Talbot

- 3 possible growth projections for Talbot have been defined.
- 39 lots are vacant in Talbot township.
- 70% of locals are aged over 50.
- Most of the former shops on Scandinavian Crescent have been converted to private homes.
- Land to the west of the highway has a higher risk of fire.

Postcard Competition Winner

The winning postcard was created by [Name] and depicts [Description]. The winning postcard was chosen by the members of the Design Lab and will be used to promote the Talbot Futures project.

Join the Talbot Futures Design Lab!

Join the Talbot Futures Design Lab and help shape the future of Talbot. The Design Lab is a community of people who are passionate about the future of Talbot and who want to have a say in the future of the town. The Design Lab meets regularly to discuss the project and the role of the Design Lab. If you are interested in joining the Design Lab, please contact [Contact Information].



LOVE/LOSE/BAN/ BRING

WHAT LOCALS LOVE

The list of things people love about Talbot is long, at the top of the list are; the people, sense of history & heritage buildings, peace & quiet, small country town feel and the fact that the streets were for people before cars

People also said they loved the strong sense of community, volunteering culture, willingness to embrace diversity, relaxed atmosphere and friendliness

They love having space, bird life, fresh air, getting out to play sports or exercise with the community and the night sky.

The pub, London House café, the Markets, Post Office, the CFA, train station and the proximity to Melbourne were all mentioned.

WHAT LOCALS WOULD LOSE

Many wouldn't change a thing about Talbot, others would like less gossiping and to lose clogged drains & septic tanks.

Locals would also like less small mindedness, less resistance to engaging with climate change, less racism, ocker mentality and overall less negativity.

Annoyances such as mosquitos, discarded cars, poorly maintained sidewalks and rubbish were mentioned.

WHAT LOCALS WOULD BAN

Items people would ban are gambling & pokies, incompatible modern development in the old town centre, fast food franchises or chain stores and large renovations or high-rise buildings.

Some would like to ban modern housing, others don't want to see copycat historic home reproductions while others want to stop old shops/businesses being sold as residential. Some don't want to ban anything, and express the importance of being open and flexible.

Other items mentioned include trucks driving through town unnecessarily, anything that creates excess noise and/or pollution, parking metres and traffic lights.

WHAT LOCALS WOULD BRING

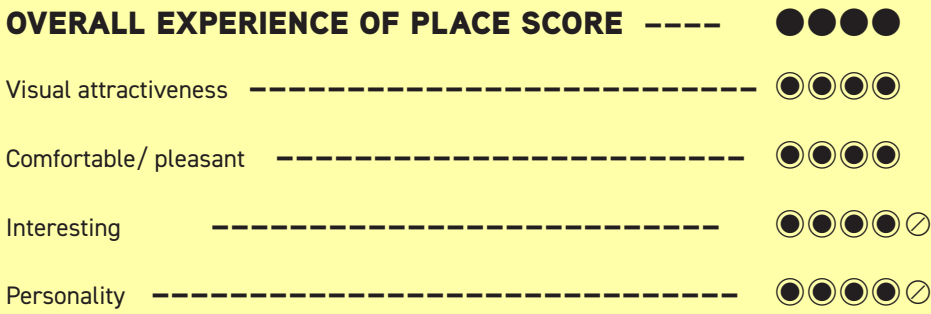
Overwhelmingly locals would like to see more young people and families in Talbot. This is closely followed by a desire for sewerage infrastructure and good internet and internet and phone coverage.

Locals want stronger retail including fruit and veg shops, a bakery, more cafes and businesses that are open all week. Some want to bring more industry and jobs, so that there is enough population to support the shops.

Others want more art, more music, comedy, culture and events. They would like to bring film-makers and creatives to town to make creative works.

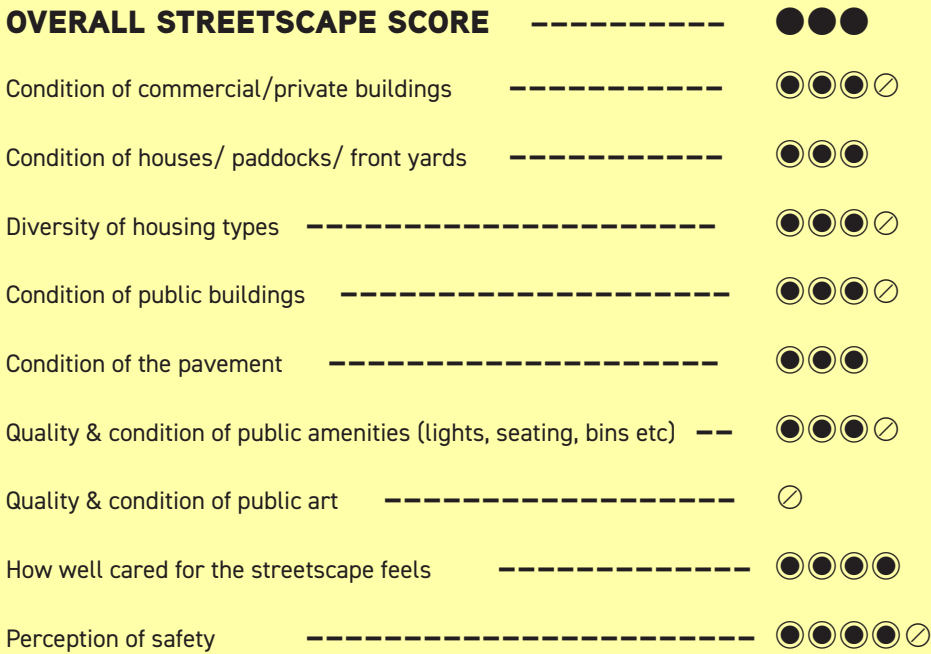
A community space, pop up food vans, speedway and/or motorbike MX track were mentioned, along with a wish to bring more humanity, patience, understanding to Talbot

WALK & TALK PLACE AUDIT



“Scandinavian Lane is one of Talbot’s charming laneways that needs to be preserved”

- Talbot local

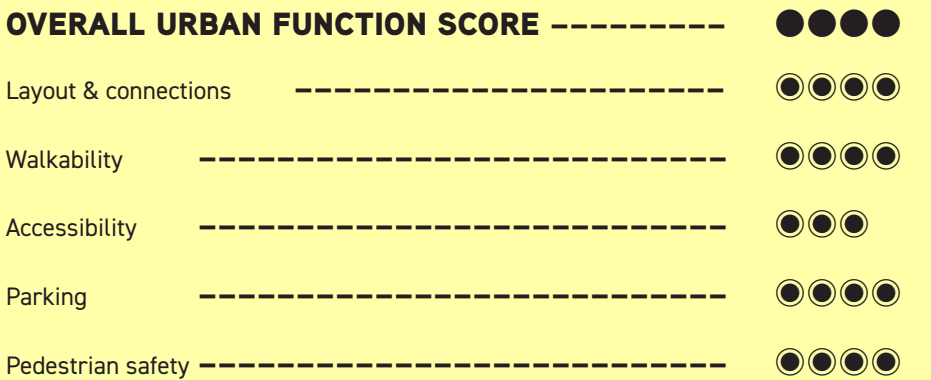


“Bluestone gutters should be restored”

- Local

“The footpaths that exist are good, but plenty of streets don’t have them”

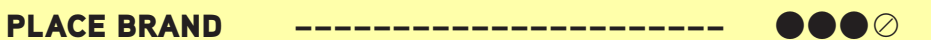
- Talbot Local



“You need local knowledge to appreciate the walk around”

“We need to do a better job of telling our story”

- Local residents



TALBOT FUTURES GENERATOR OUTPUTS

Participants were asked to make a series of decisions and trade-offs around both strategic and day-to-day aspects of life in Talbot.

Community Talbot: a town with strong social networks and a community feel

Township Talbot: a Talbot town centre with denser built form, strong township identity & increased activity

Sustainable Talbot: a town which grows at a steady pace and minimises negative impacts on the environment and resources

Expanded Talbot: a town that relies on resources outside the town boundary, and is car dependent

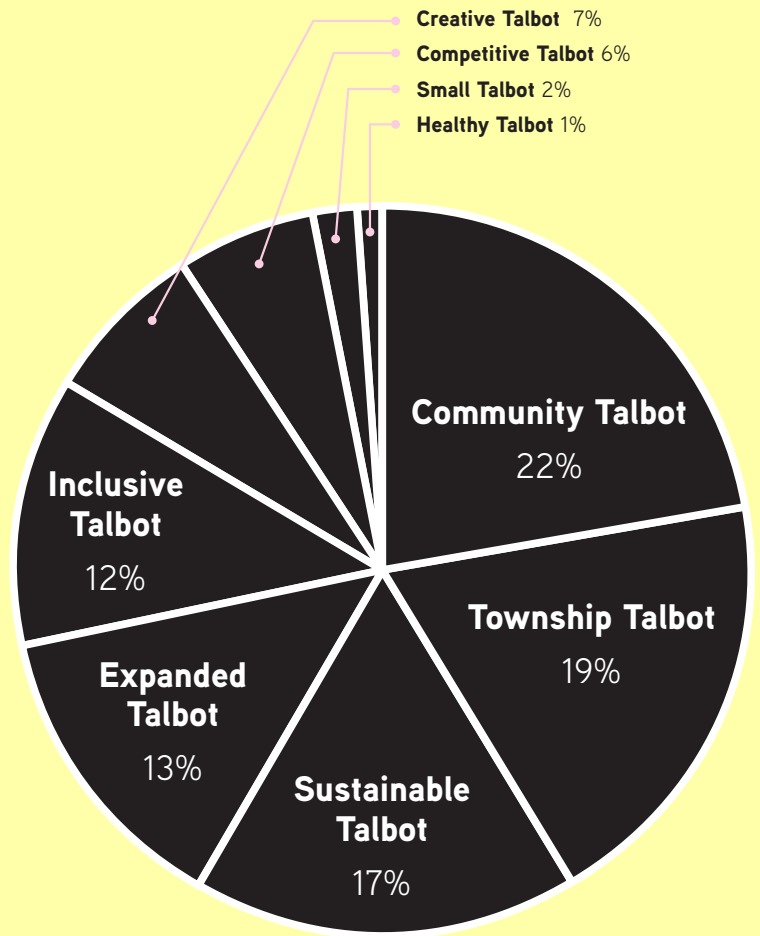
Inclusive Talbot: a town which prioritises fairness, equality & social cohesion

Creative Talbot: a place that embraces and supports innovation, learning, creativity & personal expression

Competitive Talbot: a fast growing town and economy where businesses have a strong voice

Small Talbot: a quiet, small town with slow growth & a strong focus on history

Healthy Talbot: a town where there are exceptional levels of health & wellbeing



KEY RESEARCH INSIGHTS

- Key community priorities include;
 - maintaining strong social networks
 - slow growth
 - increased demographics of families and young people
 - improved mobile and internet service
 - ensuring new development matches the look and feel of the heritage buildings
 - a town centre with denser built form, strong township identity & increased activity including food and beverage choices, pharmacy, GP and an independent supermarket
- Key community assets include;
 - strong culture of volunteerism, positive balance of doers and gatekeepers
 - community led spaces/organisations including the library and the museum
 - heritage buildings, attractive built form
 - commuter train
 - mix of productive land, housing and natural landscapes
 - positive brand in comparison to other small townships in the region
- There are not currently many indoor community gathering or third spaces, during the week most businesses closed, the library is only open two days a week
- A perception of too many unused lots and poorly maintained front yards
- Big gaps in retail offer, no supermarket/ pharmacy/ bakery/ produce, people leave town to shop and spend money
- Talbot sits close to the Hepburn Shire boundary which was redrawn in 1994 and maintains a stronger connection with Cresswick and Clunes than some other Central Goldfields towns such as Dunolly, Bealiba

TALKING SEWERAGE

The majority of respondents we heard from told us that Talbot needed a sewerage upgrade, we have only heard from 2 respondents who are opposed to it.

Those in favour objected to the current smell of blocked drains and septic smells, and wanted to see increased enviro sustainability and development and growth.

While the vast majority of participants firmly support sewerage upgrades, it is possible that objections will emerge once specific sewerage design options and more information on the implications of these are available.

The following concerns and questions were raised by residents who were both for and against a sewerage upgrade;

- cost of initial connection
- damage to gardens during installation
- ongoing cost of being connected particularly for residents on a fixed income
- increase in rates
- locations of settling ponds and tanks
- general disruption during installation



JOBS, ARCHETYPES & CHARACTERISTICS / STRENGTHS ANALYSIS (JACS)

"WE KNOW WHAT WE ARE, BUT NOT WHAT WE MAY BE."

/ WILLIAM SHAKESPEARE

FUNCTION & IDENTITY SNAPSHOT

Talbot township's identity and its significance cannot be easily separated into neat compartments or a list of things to keep or discard without reverting to inaccurate stereotypes. As stated above, identity is a cocktail, constantly changing in the space between people and place.

Talbot township is significant because of what it is and for what it does for people. To change the township is to change the identity of the people and the community. However, this also works in reverse; economic success and vibrancy is tied to economic, social and cultural usefulness.

To describe the identity and function of the Talbot township, and to deal with its complexity, we have captured a snapshot of the identity of the town as it is today. This snapshot attempts to capture the core qualities of the complex and fluid identity of the town by defining 3 jobs, 4 archetypes and 5 characteristics.

3 KEY JOBS

Social and Economic Inclusion of
Older People

Support for Personal Expression

Cultural & Historical
Reproduction & Continuity

4 MAIN ARCHETYPES

Salt of Earth

The Story Tellers

The Protectors

The Passionate Amateurs

5 CORE STRENGTHS

Refuge

Community Heart

Custodians

Beauty to Share

In Nature, Under
Stars



HOW TO USE THE JACS ANALYSIS

Consider the full range of **jobs** the township does for the community both tangible and intangible and primary and secondary. Use these jobs to assess how changes to these might affect how local communities and vendors use and value the township.

Use the **archetypes** to think through and evaluate planning and decisions and how each of the archetypes might respond to the ideas and concepts. Use the archetypes as a way to consider your key users in the decision-making process when they can't be there in person. They will help keep a focus on people and their core needs, wants and desires.

Use the **core strengths** as a touchstone to guide decisions about what changes might enhance or erode the identity of Talbot township.

3 KEY JOBS

It is useful to think of the township as having jobs to do. If these jobs are not done or done well people will stop 'hiring' Talbot, and choose to live, work, invest and shop elsewhere. *The Jobs to Be Done* (JTBD) model is a simple way to think about how decisions will affect Talbot in the future..

If we think of the township as a service, the consumer (resident/business owner) hires the township to achieve definable outcomes. Often the outcomes the township is hired to deliver for the user are hidden or intangible.

The JTBD approach can help make clear the tangible and intangible jobs of the township. We suggest using this metaphor as a way to think about the people who hire the Talbot township and what they need it to do over 4 time frames; now, over the next 5 years, over the lifetime of current residents of the region, for future residents not yet born.

How do possible sewerage upgrades fit into the Jobs to Be Done model (JTBD)?

One way to think about proposed sewerage upgrades is that any funding provided by the state is a way for the community of Victoria to pay Talbot to take on a new job; providing new housing to accommodate a share of the increasing state-wide demand

A core aspect of this study and the overall Talbot Futures project is to understand if and how Talbot can take on this new job without damaging the core existing function and identity of the township.

Unreconciled History

Trauma, untold, unreconciled, negative or disruptive aspects of history are inevitably a part of the job of cultural & historical reproduction and continuity in most parts of this continent.

Negative aspects of history and culture that perpetuates and reinforces systemic injustice, violence and trauma are often knitted into more positive aspects of a historical legacy.

When these negative elements have the power to influence current residents, visitors and investors then they may erode or corrupt the ability of the town to effectively provide cultural & historical reproduction and continuity. This may take the form of damaging the brand or reputation of a place, harming members of the community or impacting a sense of cultural connection and pride in place.

If these negative elements are not addressed and are allowed to have significant impact on community members or gain visibility then the town may no longer be able to do the job, and may be 'fired' by potential investors, visitors and new or existing residents?

If these tensions are not addressed and become visible they can lead to people 'firing' a place as it fails to do the job expected. Typically communities take one of 2 approaches, erasing and suppressing the negative elements of history or finding ways to actively engage with, process and reconcile the corrupting or counter-productive elements.

In Talbot negative elements include the relationship of the township to the larger intergenerational poverty of the region and the way that township deals with Aboriginal history, Country and Culture.

TALBOT TOWNSHIP HAS 3 PRIMARY JOBS TO DO:

1. Social & Economic Inclusion of Older People	2. Civic Engagement & Personal Expression	3. Cultural & Historical Reproduction & Continuity
<p>Talbot township provides resources, structures, relationships and systems which allow local residents to age in place with a good quality of life.</p> <p>While Talbot doesn't offer some important tangible resources for older people that are available in nearby towns such as hospitals, comprehensive health services and regular local public transport options, the specific form and dynamic of local amenities, economy and society are highly valued by older residents.</p>	<p>Talbot is a place of artists, crafters, passionate amateurs, wood carvers, potters, gardeners, makers, car lovers and avid collectors.</p> <p>Large lots, detached houses and sheds allow this activity to thrive along with affordable shopfronts, studios and market stalls which provide opportunities to publish or sell works.</p> <p>The small population and affordability means there is little competition for or barriers to access spaces and resources, quite the opposite, community members are actively recruited and invited to take part in creative and cultural activities and to share the fruit of their endeavours.</p>	<p>Talbot provides locals with the opportunity to actively participate in the rich living history and culture of the place. This takes its most obvious form in Gold Rush history and Dja Dja Wurrung history and living Culture, but it is also present in family history, farming, intergenerational businesses.</p> <p>Locals take part in the expression of their history and culture in practical and personal ways including working bees to maintain community assets, historically sensitive restoration of historical properties, opening their homes and gardens to neighbours and the public, creating and volunteering around museums, artworks and historical projects.</p>
Primary job to be done:	Related job to be done:	Related job to be done:
Functional: provides pleasant walkable streets, public transport, affordable housing and spaces to come together	Functional: provides multiple, affordable, accessible and connected/networked spaces and opportunities to showcase passions and creations in low-stakes and supported way	Functional: provides historical environment and structures to allow people to come together to preserve and celebrate history and cultural traditions and expression
Emotional: sense of safety, stability, peacefulness and human connection	Emotional: satisfaction in creative expression, connection around ideas and values	Emotional: helps people connect with their culture and community through social interactions, collaboration and historically complex environments.
Personal: financial security, comfort and convenience, opportunities to take meaningful volunteer & leadership roles	Personal: opportunity to express individuality, and explore creative practice or personal interests with the community	Personal: helps locals continue traditions across generations and put down deep roots
Social: secure social and civic networks, high social capital and rates of volunteering, significant time, resources and skill available for community use	Social: community values are clearly expressed throughout the township, including retail focused on art and ideas, community gardens, flowerpots and chalk drawings on the footpath.	Social: reinforces group identities and value within the community

4 CORE ARCHETYPES

Who are the people of Talbot? This is a primary question to ask as it is the activity and values of people that make spaces into meaningful places.

A diverse range of people live, work and visit Talbot. In order to make sense of these groups and what they want and need in the future we have examined the community from a behavioural and environmental perspective. We looked at what people think and do as well as key demographic drivers.

The usefulness of this approach is that it gives us a more human-centred understanding of the practical and emotional connections people have with Talbot, and how possible changes to place may be experienced differently.

Each of the archetypes includes a map of how that type typically fits key demographic characteristics and values. These archetypes should be used as a way to test decisions and play out scenario planning.

These archetypes are broad categories that help to define and capture the different characteristics and perspectives of people who make up the community of Talbot. They should not be used to reduce any given person to a specific type, most people will be a mix of 2 or more types, and will identify with one or more aspects of each archetype.

How the following archetypes are expressed vary depending on the values and demographic characteristics of groups and individuals. Each of the following archetypes has two faces that reflect the demographic characteristics and values listed below:

Grew up in Talbot ← → Newcomer

Inward looking ← → Outward looking

Tight budget ← → Surplus funds

Under 65 ← → Over 65

Conservative ← → Progressive

1. SALT OF EARTH

Practical, hands-on, problem solver, the person you go to when you need practical help setting up an event, or fixing something that's broken. Connected to landscape and physical place, gardener, farmer, renovator, collector, repairer.

Loves: open fire in the backyard, the peace and quiet, walk with the dog in the landscape, growing veggies, building things in the shed/workshop, volunteering.

Change they are most sensitive to: Decreased lot/land sizes, gentrification, inflation, the effects of climate change (i.e increased bushfire/flooding events)

2. STORY TELLERS

Love to share ideas, stories and connect with others. Often creative, make art or host events that bring people together. They are the hosts, connectors and the mavens, they know everyone and love to organise gatherings both big and small, formal and informal.

Loves: Stopping for a yak in the middle of street, an impromptu gathering in the garden on a warm evening, a community event, inviting visitors and locals alike into their home/garden for a tour

Change they are most sensitive to: Changes in population, traffic or housing types that reduce social bonds, increases in formal tourism opportunities, an increase in commercial and third spaces

3. PROTECTORS

These are the gatekeepers, they know the town's history and gossip. They might come from a long line of Talbot locals or have chosen to live in Talbot recently, but either way they have a deep interest in knowing, sharing and maintaining the history of the town and are willing to give their time, energy and funds to preserve it. Because of this investment, they are particularly sensitive to change, tend to regard it with suspicion and may want a higher degree of control over it. They are attuned to the challenges faced by some and are fierce protectors when they feel their community is under threat

Loves: The historic built form and urban fabric, sharing stories about people and place, being a local leader, advocating for preservation, advocating against measures they see threaten the key qualities of the town, producing community newsletters, supporting initiatives, businesses and institutions that they believe benefit the community.

Change they are most sensitive to: Any kind of changes to built form or landscape that existed pre-1950, rises in the cost of living that may disadvantage people on low/fixed incomes, population growth, gentrification

4. PASSIONATE AMATEURS

The collectors, traders, makers, gardeners, cooks, bush walkers, animal breeders, sports enthusiasts and artists. The word amateur here doesn't reflect on the level of skill or accomplishment, but just the fact that the people in this group take these activities very seriously and are not primarily motivated by money. Happiest when active, these people always have a project on the go and while they may not see their activities as their occupation and it may or may not generate income, it's a significant part of their lifestyle and identity.

Loves: Creating or organising community events, community gardens, murals, skill sharing, local collaboration, new ideas

Change they are most sensitive to: Loss of cheap rent and affordable spaces, changes to the population so that they no longer have access to their audience, change in community values in relation to non-commercial arts and curation practice

5 CORE STRENGTHS OF TALBOT TOWNSHIP

The rich and dynamic identity of Talbot township can be experienced in many ways.

We have simplified these complex intangible and tangible qualities into the following 5 core characteristics/ strengths.

1. REFUGE

A place to slow down, age in place, find peace and quiet and meaningful face to face connections. A place for gardening, reading and reflection. A place where you can stand in the middle of a street and have a chat with a neighbour. A place to enjoy retirement/semi-retirement and the third age.

2. COMMUNITY HEART

Busy and generous locals who pitch in and invest time in their community and each other, seeing the local footy team, belonging to a club/ committee, participating in outdoor exercise. Cuppas at each other's houses, evening walks, giving your neighbour a lift to a medical appointment, taking initiative and pride in place.

3. CUSTODIANS

A town that has embraced the legacy of the Gold Rush and taken on the role of caretakers in its complexity and fullness. Locals volunteering to run museums, restore antique machinery, sweep out bluestone drains, and maintain, restore and register heritage buildings. Despite the challenges of declining infrastructure and insufficient preservation mechanisms, locals remain steady in their mission to keep history alive. Multi generations of families growing up in Talbot with deep connections to its past and wishing to pass on the stories and legacies to a new generation.

4. BEAUTY TO SHARE

Home to potters, artists, curators, crafters, artisans and ornamental gardeners. A place of collaboration, creativity, community gardens at the centre of town, open garden events, Christmas lights festivals, free book racks and planter boxes on the street.

5. IN NATURE, UNDER STARS

Cradled by bushland reserves , under big skies, a perfect spot for stargazing, plenty of space, uninterrupted sightlines, views of the Pyrenees, bushwalking, Back Creek.





FINDINGS

"WE FACE A CHOICE ... WE MUST CHANGE OR BE CHANGED. IF WE FAIL TO CHANGE FOR THE BETTER, THEN WE WILL BE CHANGED FOR THE WORSE."

/ WENDELL BERRY

HOW ACTIONS AND DECISIONS WOULD AFFECT THE CORE CHARACTERISTICS OF TALBOT TOWNSHIP

Throughout our analysis we asked 2 key questions:

1. In what ways is the Talbot different to other nearby regional towns? In what ways is it unique?
2. As Talbot township changes, what elements do you need to preserve, keep, evolve, lose and avoid to retain the critical meaning and significance of Talbot township and improve its place region?

There are 2 essential principles or characteristics that Talbot township needs to meet in order to maintain positive aspects of its current function and identity. In addition, there are 2 opposing principles and characteristics that Talbot needs to avoid. The findings in the rest of this section reflect these principles.

HOW TO USE THE FINDINGS

Elements critical to the identity and function of Talbot town centre have been organised into the following 5 categories representing the action most likely to support the current identity:

Keep - the essential characteristics and functions of any item in this category should be kept however it may be moved, rebuilt, reinterpreted or be altered in minor ways without impacting the identity and function of the town centre. It must continue to be available to visitors and users.

Preserve - the element or quality identified must be completely preserved and retained in its current form. Its function, and entire look and feel must not be diminished by other design decisions that might lessen its value. Ideally, the location should also be preserved or the location of the element in relation to the overall built form and/or program of the space.

Evolve - items in this category should continue to exist but could be improved by taking on a new form, process etc. They remain important to the identity of the town centre but may, and possibly should be updated.

Lose - anything in this category may be removed without any significant loss to the meaning or identity of the town centre. In some cases it may improve the amenity and appeal of the area.

Avoid - items in this category should be considered major risks. To adopt any quality or element in this category may result in significant damage to the identity of Talbot town centre or may adversely affect the way businesses, mainstreet traders, visitors and/or residents find value and meaning in the Talbot

Refuge	
Keep	<ul style="list-style-type: none"> • Significant areas of affordable housing in the township, this may be achieved by supporting development of small lots • Low traffic areas outside main shopping strip and station area • Majority of new housing should be within walking distance of the railway station and within the existing township boundary • Factors that support older residents to age in place, such as affordable housing, high levels of social capital etc
Preserve	None
Evolve	None
Lose	None
Avoid	<ul style="list-style-type: none"> • Overly fast growth, getting too big or having large areas under construction at once • New housing that is not suitable for ageing in place in terms of access, aging-in-place or cost of heating, cooling and maintenance • Construction causing extended disruption to existing residents • Hosting too many major events; locals should outnumber visitors on more than 50% of weekends
Community Heart	
Keep	<ul style="list-style-type: none"> • At least 30% of the population retired or semi-retired to maintain current high levels of volunteerism • Slow moving traffic and pedestrian dominance along Scandinavia Crescent and adjacent area of Camp Street to maintain existing high levels of social connection • Support and resources for community sports and outdoor activities • Dense housing on small land parcels in township core • Cheap rent and spaces and programs with a low bar of entry that celebrate eccentricity and non-conformity • Slow growth, affordable housing and cost-of-living, strong social capital to preserve sense of stability and safety
Preserve	None
Evolve	<ul style="list-style-type: none"> • At least one venue that is open and serving food from 8am-8pm weekdays and 9am-9pm Saturday. This could be a restaurant, cafe, pub, food truck etc
Lose	None
Avoid	<ul style="list-style-type: none"> • Getting too big. A population of between 1,000-3,000 strikes the balance between service provision and social connection
Custodians	
Keep	<ul style="list-style-type: none"> • Historical social and brand relationship with Clunes • The existing independently managed approach to care of privately-owned heritage buildings, although this may be formalised or subsidised • 100% of existing Gold Rush era buildings. although these may be modified if new additions are sympathetic to the existing streetscape • Scandinavian Crescent and Camp Street as the historic core of town • 80% of original subdivision plan including preserving small lot sizes in the historic core
Preserve	<ul style="list-style-type: none"> • 100% of built form/facades that predate the motor car
Evolve	<ul style="list-style-type: none"> • Return retail use/ public access where possible to front rooms of shop houses on Scandinavian Crescent

Lose	<ul style="list-style-type: none"> • Culturally inappropriate approach to conservation of existing Djara sacred sites
Avoid	<ul style="list-style-type: none"> • Treating the town as a museum; balance contemporary needs against impacts on historical fabric • Further decline in population • Large-format Grade A retail developments • 90% of new shops should mimic the grain size and main-street address of the existing retail • Avoid consolidating any future large format retail into shopping centres or business parks, incorporate into main street (e.g for example, Bunnings on Sydney Road, Brunswick) • Ad hoc look-and-feel of new built form, strict controls on built form should be applied such as Maldon Heritage Guidelines • Fake heritage, instead favour historically sensitive contemporary design, form, proportions, materials and colour palettes
Beauty to Share	
Keep	<ul style="list-style-type: none"> • Connection to local food as expressed through the farmers market and historical London House cafe site • Markets as a key part of the place brand, cultural and retail activity • Speciality and boutique retail offers worthy of visitation i.e galleries, vintage, second hand books etc. • Affordable rent and community spaces for makers and artists • Regular events such as the existing monthly markets, which allow locals to showcase their passions and creations in a low stakes and supported way • Culture of tolerance and celebration of both professional and amateur creative practice • Retail focused on art, makers, potters and rare and second-hand books and goods
Preserve	None
Evolve	<ul style="list-style-type: none"> • New and expanded fresh food and dry goods markets, consider a permanent wet and dry market rather than a standard supermarket
Lose	<ul style="list-style-type: none"> • Unmaintained private properties • Empty, unused lots
Avoid	<ul style="list-style-type: none"> • Chain stores or retail that doesn't align with a place-brand of creators, makers, antiques and old world crafts
In Nature, Under Stars	
Keep	<ul style="list-style-type: none"> • Generous private gardens and green spaces in the township • Prominantly located cottage -style community gardens in the centre of town • Small houses set in big yards outside the historic core • Residents on Scandenvia Crescent displaying potted plants on the footpath • Views, sightlines and physical connection to farmland and forest from houses and streets on the outskirts of the township • Low levels of traffic and cars outside the main streets
Preserve	None
Evolve	<ul style="list-style-type: none"> • A stronger connection to Back Creek • Buildings that are resilient to fire and flood
Lose	<ul style="list-style-type: none"> • Overflow from sewerage into natural waterways to preserve the health of the creeks etc
Avoid	<ul style="list-style-type: none"> • Any new development that blocks sightlines, big sky views



LONDON HOUSE

APPENDICES

*“AND THE DAY CAME WHEN THE RISK TO
REMAIN TIGHT IN A BUD WAS MORE PAINFUL
THAN THE RISK IT TOOK TO BLOSSOM.”*

/ ANAIS NIN

APPENDIX 1: NOTES FOR PROJECT TEAM

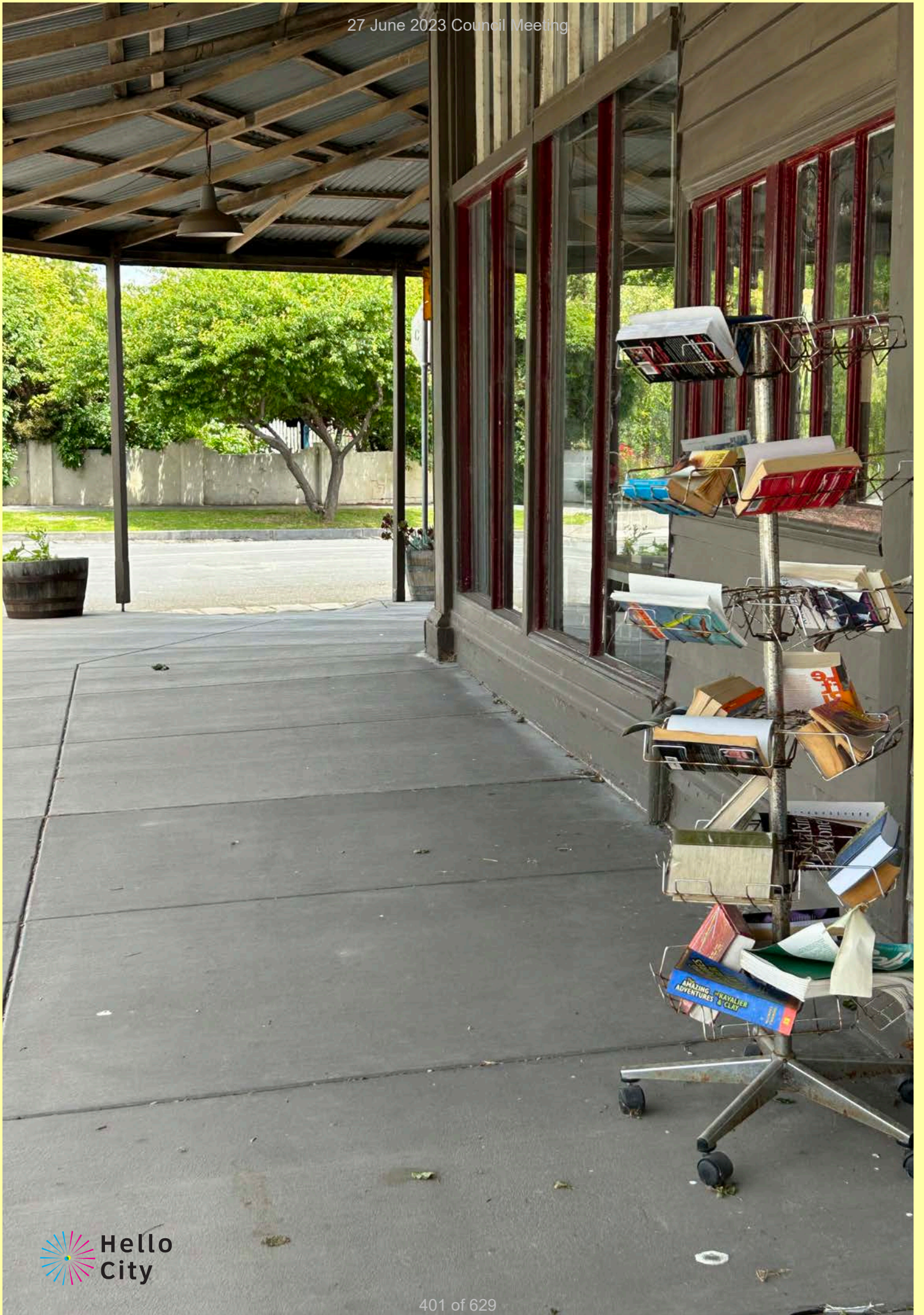
MORE DETAILS OF ENGAGEMENT PARTICIPATION

We've had over 116 submissions to the project to date, with 55 separate individual participants over the life of the project.

Note that some participants have taken part in more than one engagement activity.

Engagement Activity	Responses
Walk & Talk	19
Design Lab	13
My Talbot Is Survey	19
Possible Futures Generator	16
Digging Into The Details Survey	23
Face to face - informal conversations	8
In depth interviews	2
Photo challenge submissions	10
Postcard Activity submissions	8
Submitted articles and materials	2
Individual submission - letter	1





8.8.4

Kevin Hazell

BUSHFIRE PLANNING

Bushfire assessment to inform the Talbot Structure Plan

Final report

3 April 2023
Version 1.0

Prepared for:

Central Goldfields Shire Council
22 Nolan Street
Maryborough VIC 3465

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About

Kevin Hazell Bushfire Planning is a town planning service that works with public and private sector clients to understand and apply planning scheme bushfire policies and requirements. It is led by Kevin Hazell who is a qualified town planner with extensive experience working on bushfire planning at State and local levels in Victoria.

Kevin Hazell Bushfire Planning

KH Planning Services Pty Ltd - ABN 67 617 747 841
 PO Box 208, Malvern, Vic 3144
www.bushfireplanning.com.au

Disclaimer

The views expressed in this report are those of the author. Information in this document is current at the time of writing. While all professional care has been undertaken in preparing the document, the author accepts no liability for loss or damages incurred because of reliance placed upon its content.

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Version Control

Version	Date	Comment	Name
v0.1	23 August 2022	Draft for Council review	Kevin Hazell Town Planner
v0.2	20 September 2022	Draft for CFA engagement	Kevin Hazell Town Planner
v1.0	3 April 2023	Final Report	Kevin Hazell Town Planner

1. Introduction

Kevin Hazell Bushfire Planning has been engaged by Central Goldfields Shire (the 'Council') to prepare a bushfire assessment for the township of Talbot. The bushfire assessments will inform the Talbot Structure Plan (the 'Structure Plan') and work associated with a sewerage scheme proposal.

1.1 Scope of work

The bushfire assessment is intended to support strategic planning that will facilitate growth of the township in appropriate areas, while mitigating bushfire risk in accordance with relevant sections of the Central Goldfields Planning Scheme (the 'Planning Scheme').

The Council describes the scope of work as follows:

CGSC is preparing a Structure Plan and Sewerage Scheme Proposal, with funding from the Victorian Government. A bushfire risk assessment is required as an input to inform this planning.

Key objectives are to:

- *identify areas where future growth via rezoning to TZ (or GRZ) should be directed;*
- *identify areas where rezoning from RLZ to LDRZ should be supported (proximity to town being a priority while not compromising potential TZ/GRZ uses);*
- *establish an urban growth boundary;*
- *propose mitigation measures in response to bushfire risk.*

As well as supporting the Structure Plan process, this would assist in managing development within the existing urban area – particularly on the town fringe.

The CFA has advised that a township-level assessment is an appropriate approach.

Outputs of the bushfire assessment include a strategic landscape assessment of the study area, including mapping and documentation to identify:

- Landscape-level bushfire hazards that contribute to risk;
- Relative risk in different areas;
- A preferred town boundary and areas to consider for development from a bushfire risk management perspective;

- Proposed planning measures to mitigate bushfire risk, including but not limited to:
 - Buffers and 'hard edges' to development;
 - Areas where residential development should be avoided (and whether alternative uses such as industrial could be considered);
 - Preferred density of development in certain areas (e.g. General Residential Zone/urban; Low Density Residential Zone; Rural Living Zone; other);
 - Appropriate use of Clause 13.02 measures such as BAL-rating approaches;
 - Other local policy responses to mitigate risk.

1.2 About the study area

The Study Area for this bushfire assessment was defined in the scope of work and includes land within the Township Zone, land within the Rural Living Zone in close proximity to the centre of Talbot, and land in the Farming Zone to the east of Talbot.

See **Figure 1A: Locality map with study area**

See **Figure 1B: Locality aerial photo with study area**

See **Figure 1C: Zones**

See **Figure 1D: Bushfire Management Overlay and Bushfire Prone Areas**

1.3 Methodology

c13.02-1S Bushfire Planning includes strategies that inform how bushfire hazards are to be assessed and for considering where and how growth and new development should occur. Having regard to these strategies, this report responds to the scope of work as follows:

- Section 2 provides an overview of bushfire content in the planning scheme, including the strategies in *c13.02-1S Bushfire Planning*.
- Section 3 describes the bushfire context using a range of information sources, mostly arising from the work of public authorities such as fire authorities and the Council.
- Section 4 describes landscape bushfire hazards that may influence the locality, similar to a bushfire hazard landscape assessment described in *Planning Permit Applications Bushfire Management Overlay Technical Guide* (DELWP 2017). This includes the identification of landscape types that help understand the relative risk between different places.

- Section 5 describes the bushfire hazard at the neighbourhood and local scale. This is informed by the methodology for a bushfire hazard site assessment as described in *Planning Permit Applications Bushfire Management Overlay Technical Guide* (DELWP 2017) and *AS3959-2018 Construction of buildings in bushfire-prone areas* (Standards Australia).
- Section 6 includes a discussion and recommendations. The objectives and strategies in *c13.02-1S Bushfire Planning* are used to inform the recommendations.
- Section 7 includes a summary of the recommendations.

1.4 A note about the bushfire assessments

The bushfire assessments have been prepared to inform decision making associated with strategic planning and the strategic application of *c13.02-1S Bushfire Planning*. The bushfire assessments do not consider bushfire for the purpose of individual planning applications.

FIGURE 1A: LOCALITY MAP

 Study Area

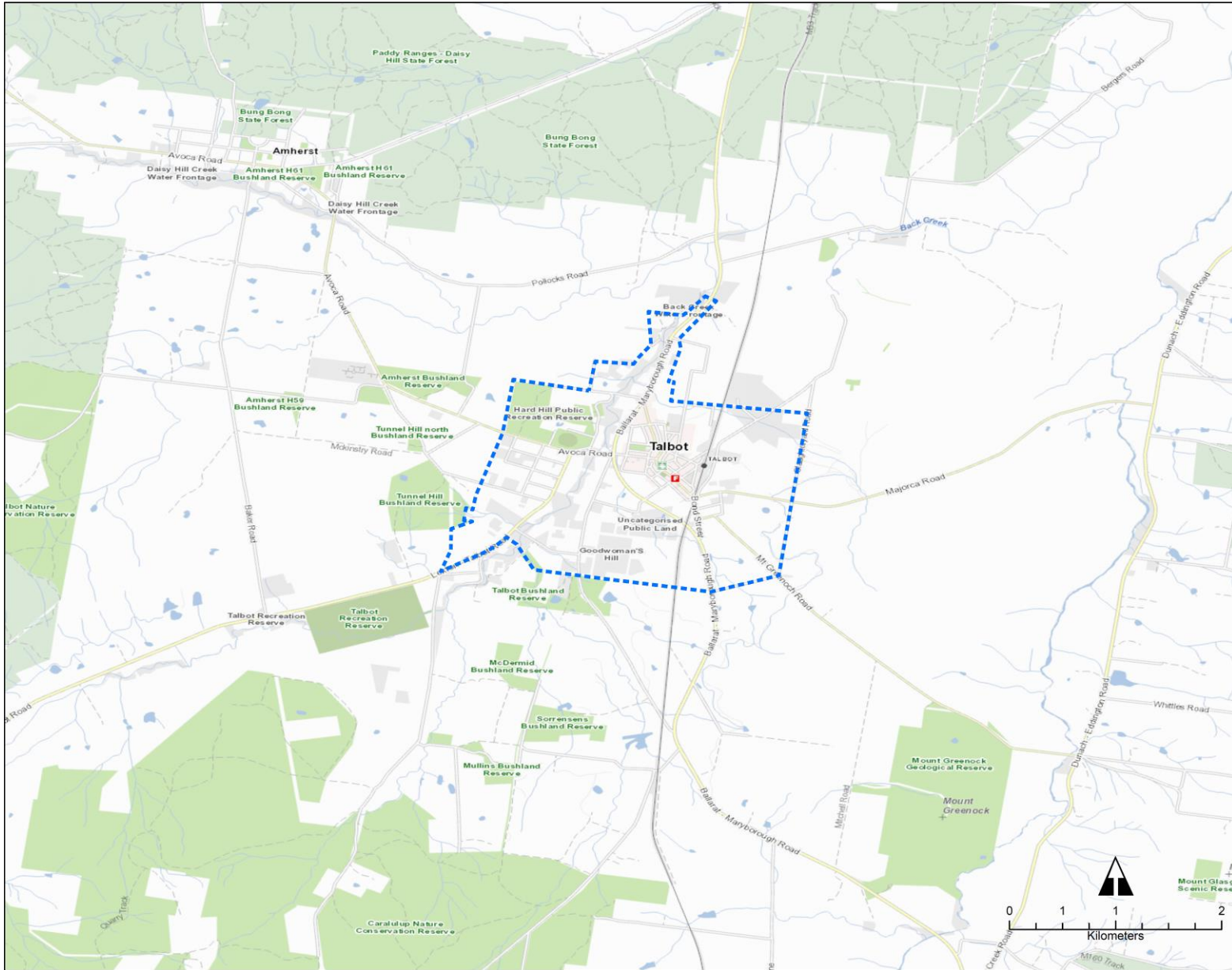


FIGURE 1B: LOCALITY AERIAL PHOTO

 Study Area

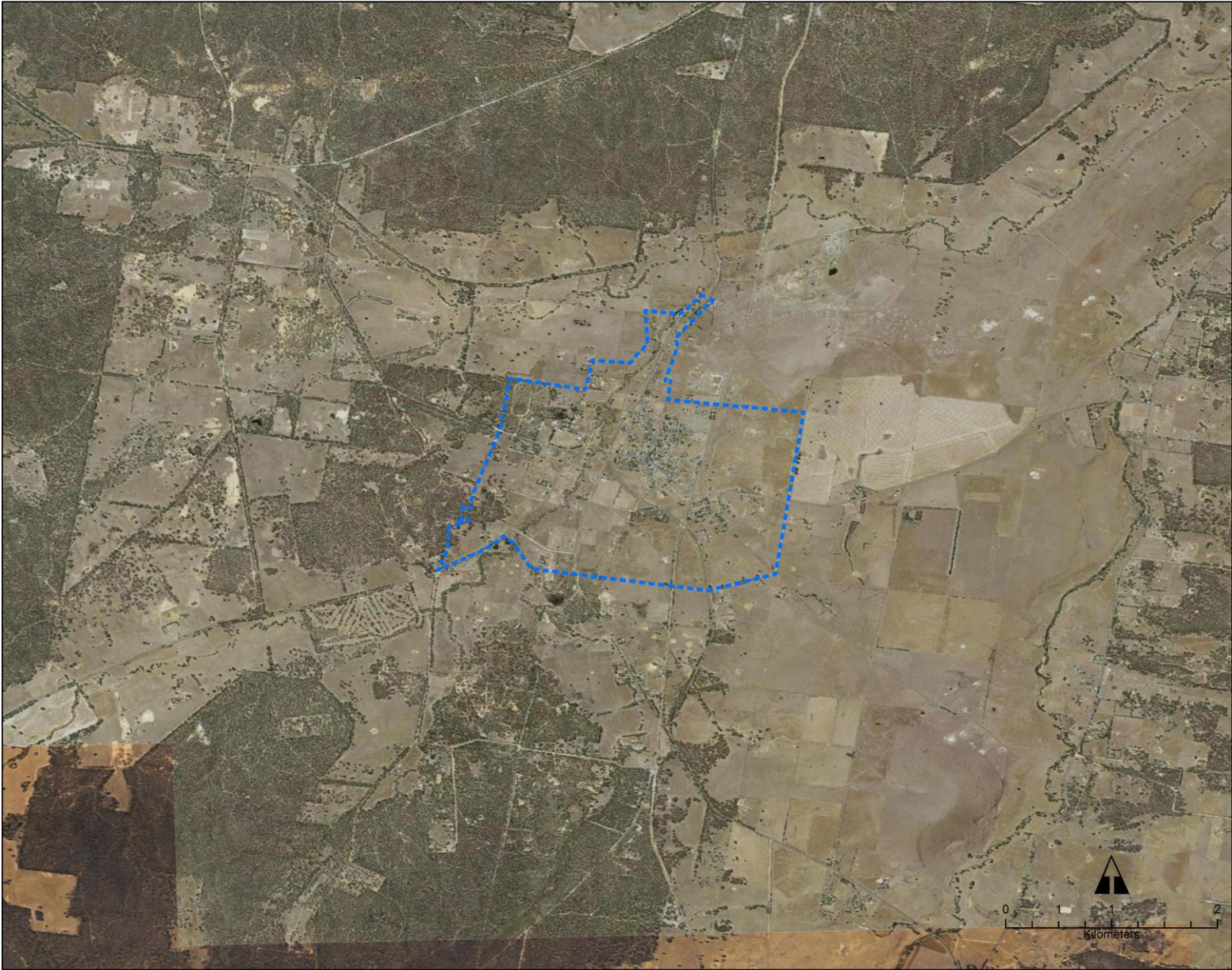


FIGURE 1C: ZONES

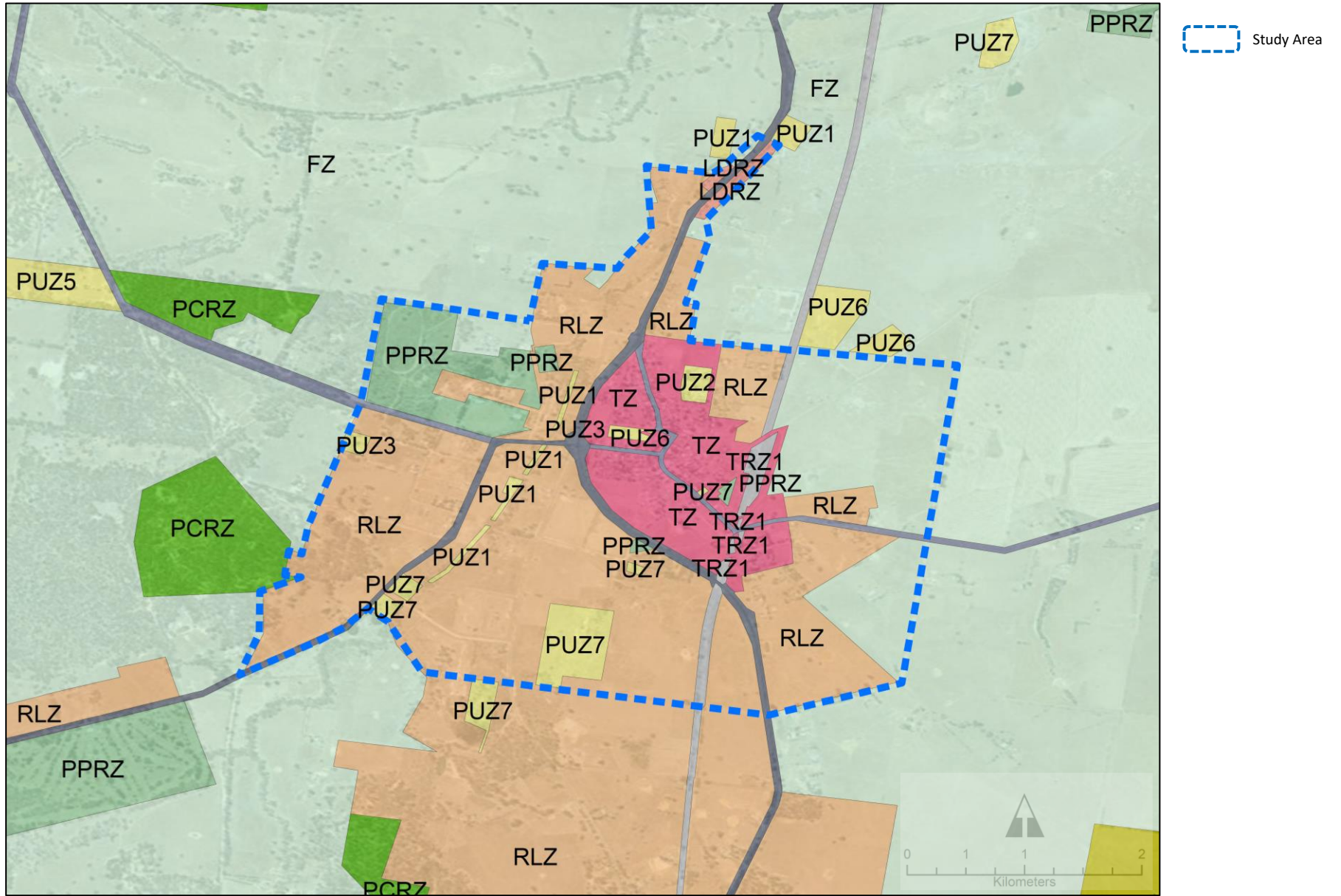
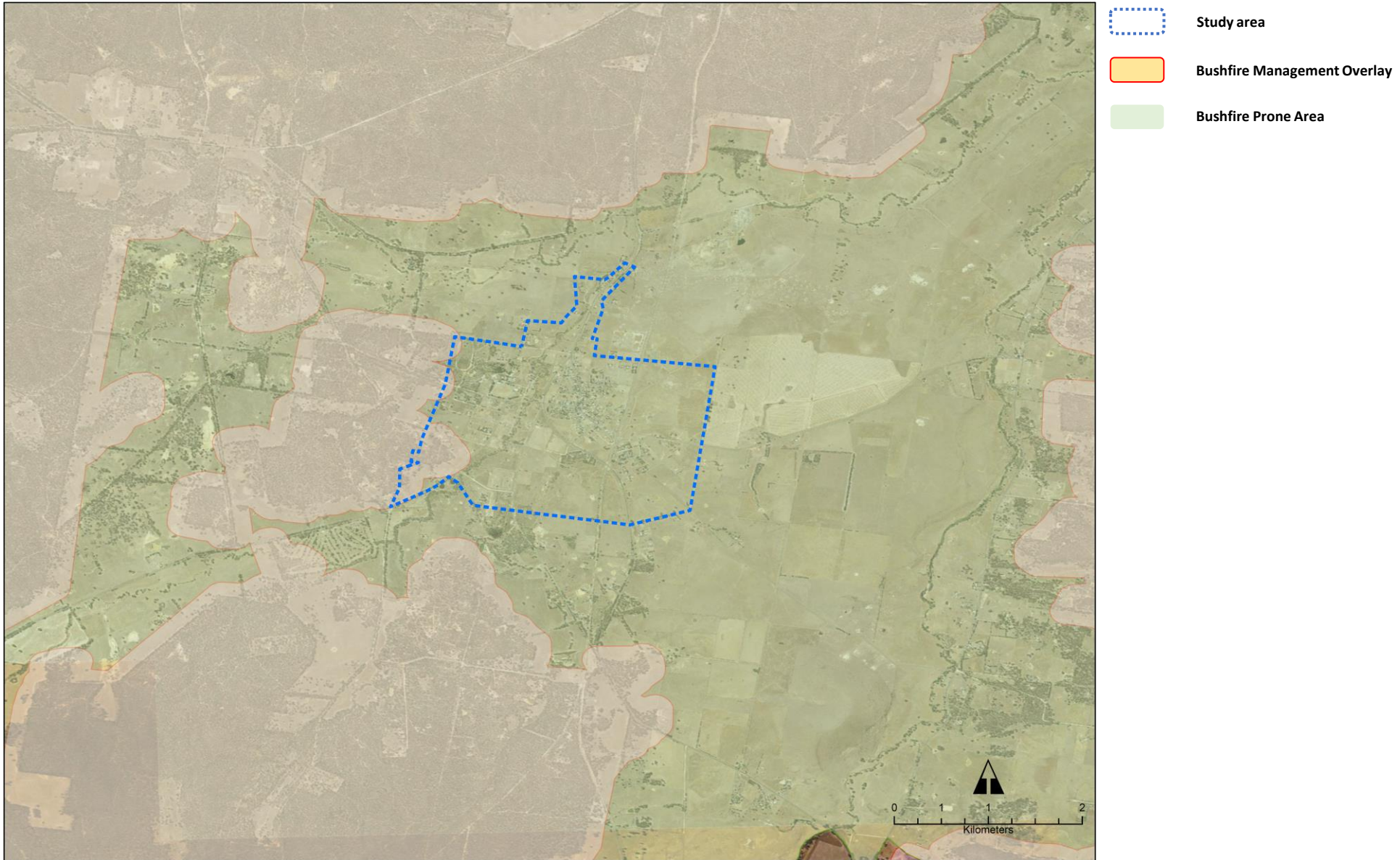


FIGURE 1D: BUSHFIRE MANAGEMENT OVERLAY AND BUSHFIRE PRONE AREA



2. Planning scheme bushfire context

The planning scheme contains provisions that inform permit requirements, application requirements and policies & decision guidelines where the bushfire hazard could be an influence on future land use and development. This section provides an overview of these provisions. Figure 2 summarises the considerations.

2.1 Integrated decision making (c71.02-3)

c71.02-3 requires planning authorities, in bushfire areas:

[T]o prioritise the protection of human life over all other policy considerations.

Bushfire considerations are not to be balanced in favour of net-community benefit, as occurs for all other planning scheme matters. The bushfire emphasis in c71.02-3 was introduced through Amendment VC140 in December 2017. Such policy settings were recommended in 2011 by the *2009 Victorian Bushfires Royal Commission*.

2.2 Natural hazards and climate change (c13.01-1S)

The objective of the State natural hazards and climate change policy is:

To minimise the impacts of natural hazards and adapt to the impacts of climate change through risk-based planning.

c13.01-1S *Natural hazards and climate change* contains a series of strategies to meet the above objective:

- *Respond to the risks associated with climate change in planning and management decision making processes.*
- *Identify at risk areas using the best available data and climate change science.*
- *Integrate strategic land use planning with emergency management decision making.*
- *Direct population growth and development to low risk locations.*
- *Develop adaptation response strategies for existing settlements in risk areas to accommodate change over time.*
- *Ensure planning controls allow for risk mitigation and climate adaptation strategies to be implemented.*
- *Site and design development to minimise risk to life, property, the natural environment and community infrastructure from natural hazards.*

2.3 State planning policy for bushfire (c13.02-1S)

The objective of the State planning policy for bushfire is:

To strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life.

The key strategy that directs bushfire decision making is:

Give priority to the protection of human life by:

- *Prioritising the protection of human life over all other policy considerations.*
- *Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.*
- *Reducing the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages of the planning process.*

c13.02-1S *Bushfire Planning* applies to all planning and decision making relating to land:

- *Within a designated bushfire prone area;*
- *Subject to a Bushfire Management Overlay; or*
- *Proposed to be used or developed in a way that may create a bushfire hazard.*

c13.02-1S *Bushfire Planning* contains a series of strategies and these are summarised below.

Landscape bushfire considerations

c13.02-1S *Bushfire Planning* requires a tiered approach to assessing the hazard:

- *Considering and assessing the bushfire hazard on the basis of [...] landscape conditions - meaning the conditions in the landscape within 20 kilometres and potentially up to 75 kilometres from a site;*
- *Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behaviour it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction.*

Alternative locations for development

c13.02-1S *Bushfire Planning* includes two strategies that seek to direct new development:

- Give priority to the protection of human life by [...] directing population growth and development to low risk locations [.]
- Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis.

Availability and safe access to areas of enhanced protection

c13.02-1S *Bushfire Planning* requires a location in easy reach that provides better protection for life from the harmful effects of bushfire:

- Ensuring the availability of, and safe access to, areas assessed as a BAL-LOW rating under AS3959-2018 *Construction of buildings in bushfire-prone areas (Standards Australia)* where human life can be better protected from the effects of bushfire.
- Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.

The views of the relevant fire authority

c13.02-1S *Bushfire Planning* identifies that a key element of a risk assessment is to:

- Consult [...] with [...] the relevant fire authority early in the process to receive their recommendations and implement appropriate bushfire protection measures.

Site based exposure

c13.02-1S *Bushfire Planning* provides policy directions for planning authorities about the level of acceptable exposure for new development enabled by a planning scheme amendment:

- Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS3959-2018 *Construction of buildings in bushfire-prone areas (Standards Australia)*.
- Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS3959-2018.

Areas of high biodiversity conservation value

c13.02-1S *Bushfire Planning* provides directions on situations where a bushfire risk and biodiversity values are both present:

- Ensure settlement growth and development approvals can implement bushfire protection measures without unacceptable biodiversity impacts by discouraging settlement growth and development in bushfire affected areas that are of high biodiversity conservation value.

No increase in risk

c13.02-1S *Bushfire Planning* provides an overall view of acceptable risk:

- Ensuring the bushfire risk to existing and future residents, property and community infrastructure will not increase as a result of future land use and development.
- Achieving no net increase in risk to existing and future residents, property and community infrastructure, through the implementation of bushfire protection measures and where possible reduce bushfire risk overall.

2.4 Bushfire Management Overlay (c44.06)

The purpose of the Bushfire Management Overlay is:

- To ensure that the development of land prioritises the protection of human life and strengthens community resilience to bushfire.
- To identify areas where the bushfire hazard warrants bushfire protection measures to be implemented.
- To ensure development is only permitted where the risk to life and property from bushfire can be reduced to an acceptable level.

The Bushfire Management Overlay is generally applied to patches of vegetation (except grasslands) that are larger than 4 hectares in size. Where such a patch of vegetation exists, a 150 metre ember protection buffer is added and this land is also included in the Bushfire Management Overlay. Areas of extreme hazard are also included in the Bushfire Management Overlay.

Planning Advisory Note 46: Bushfire Management Overlay Methodology and Criteria (2013, DPTLI) provides more information on where the Bushfire Management Overlay is applied.

2.5 Bushfire Planning (c53.02)

c52.03 *Bushfire Planning* specifies the requirements that apply to a planning application under c44.06 Bushfire Management Overlay. The purpose of this provision is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To ensure that the development of land prioritises the protection of human life and strengthens community resilience to bushfire.*
- *To ensure that the location, design and construction of development appropriately responds to the bushfire hazard.*
- *To ensure development is only permitted where the risk to life, property and community infrastructure from bushfire can be reduced to an acceptable level.*
- *To specify location, design and construction measures for a single dwelling that reduces the bushfire risk to life and property to an acceptable level.*

2.6 Bushfire prone area (c13.02-1S, Building Act 1993 & Building Regulations 2018)

Bushfire Prone Areas are areas that are subject to or likely to be subject to bushfire. The Minister for Planning makes a determination to designate Bushfire Prone Areas under section 192A of the Building Act 1993.

Designated Bushfire Prone Areas include all areas subject to the Bushfire Management Overlay. Bushfire Prone Areas also include grassland areas and, occasionally, smaller patches of non-grassland vegetation.

The Building Regulations 2018 require bushfire construction standards in these areas and these are implemented by the relevant building surveyor as part of the building permit. These construction standards are referred to as bushfire attack levels (BAL).

Where land is included in the Bushfire Prone Area is also included in the Bushfire Management Overlay, the requirements of the Bushfire Management Overlay take precedence. Where this is the case, the building regulations ensure bushfire construction requirements in a planning permit are given effect to by the relevant building surveyor at the time a building permit is issued.

2.7 Use and development control in Bushfire Prone Areas (c13.02-1S)

c13.02-1S *Bushfire Planning* includes planning requirements for Bushfire Prone Areas. These are in the form of a 'use and development control' that applies to certain uses that are in a Bushfire Prone Area.

The use and development control applies to Subdivisions of more than 10 lots, Accommodation, Child care centre, Education centre, Emergency services facility, Hospital, Indoor recreation facility, Major sports and recreation facility, Place of assembly, and any application for development that will result in people congregating in large numbers.

The use and development control requires that when assessing a planning permit application:

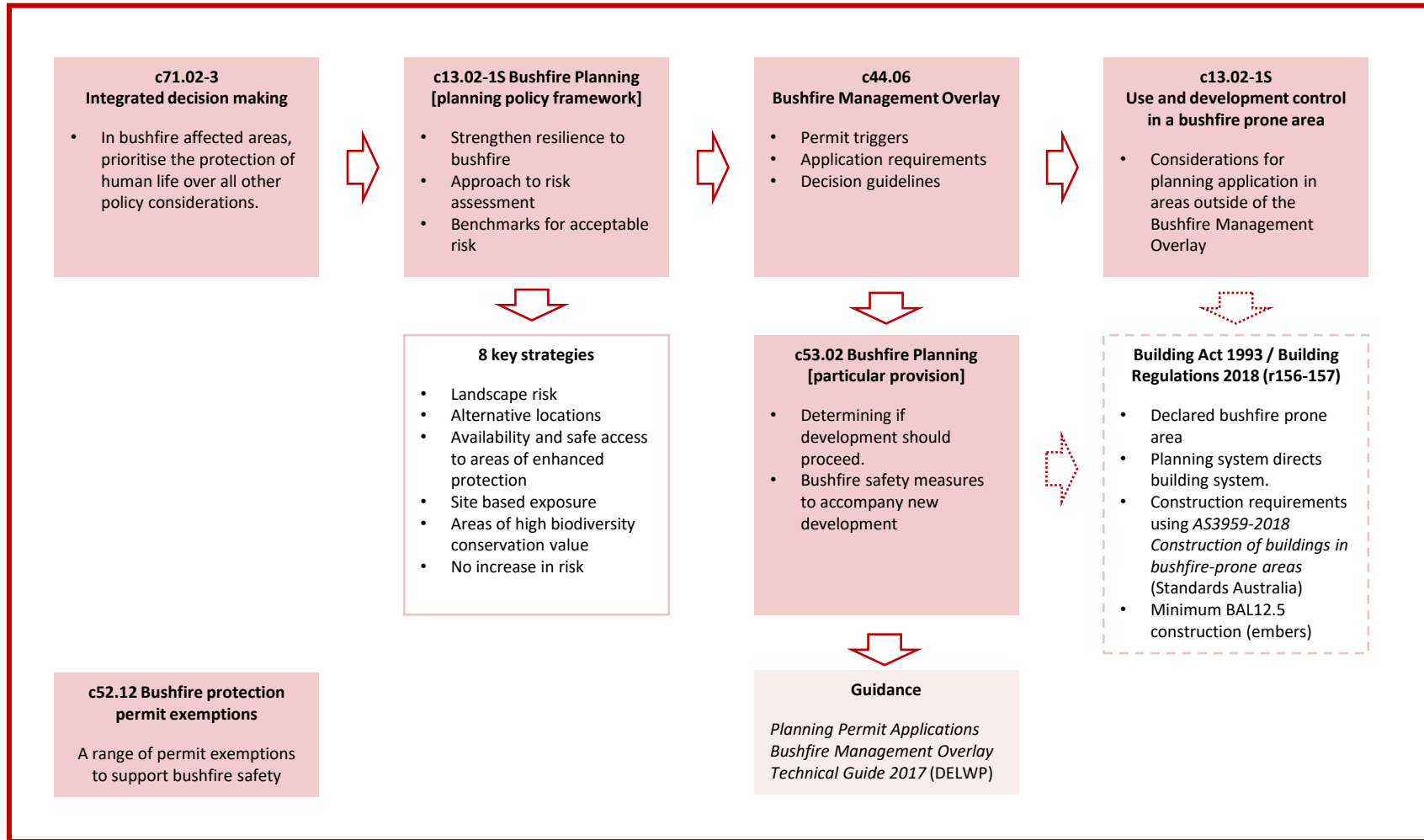
- *Consider the risk of bushfire to people, property and community infrastructure.*
- *Require the implementation of appropriate bushfire protection measures to address the identified bushfire risk.*
- *Ensure new development can implement bushfire protection measures without unacceptable biodiversity impacts.*

2.8 Bushfire protection permit exemptions (c52.12)

Bushfire related permit exemptions are included in c52.12 *Bushfire protection exemptions*. Exemptions are included for the following matters:

- Permit exemptions to create defensible space around existing buildings used for accommodation. They apply to bushfire prone areas, which includes land subject to the Bushfire Management Overlay. These are commonly known as the 10/30 rule and the 10/50 rule. This exemption applies to accommodation constructed or approved on or before 2009.
- Permit exemptions to create defensible space for a dwelling under the Bushfire Management Overlay, where the defensible space is specified in a planning permit issued after 31 July 2014. The permit exemption only applies to specified zones, which include residential zones. The permit exemption does not apply to defensible space specified in a planning permit for uses other than a dwelling and for any uses outside of the Bushfire Management Overlay.
- Permit exemptions for buildings and works associated with a community fire refuge and a private bushfire shelter (where a Class 10c building).

FIGURE 2: PLANNING SCHEME BUSHFIRE PROVISIONS AND SUPPORTING MATERIAL



3. Bushfire context

This section describes the bushfire context of the study area using a range of information sources that help understand bushfire. The matters identified include information typically provided as part of a bushfire hazard landscape assessment as described in *Planning Permit Applications Bushfire Management Overlay Technical Guide* (DELWP 2017).

Spatial information on the bushfire context is included in Attachment 1.

3.1 Bushfire conditions in Victoria

The Department of Environment, Land, Water and Planning (2015) identifies key features relevant to bushfires in Victoria. These include:

- A forest fire danger index of well over 100
- Severe drought conditions
- Temperatures above 40° C
- Relative humidity below 10%
- Strong to gale-force north-westerly winds
- A strong to gale-force west-south-westerly wind change that turns the eastern flank of a running bushfire into a wide new fire front.

These conditions can create bushfires with powerful convection columns. Ember storms, wind-blown debris, downbursts, fire tornadoes and explosive flares of igniting eucalyptus vapour are likely to arise.

DELWP (2015) notes that these weather conditions are representative of where a bushfire does most of its damage in a single day. The greatest loss of life and property in Victoria have historically been caused by such single day bushfires.

DELWP (2020) further notes that climate change is forecast to:

- Extend the bushfire season
- Make bushfires larger, more severe, and more frequent
- Make days with an elevated fire danger rating more frequent
- Start the bushfire season earlier, with more bushfires starting in spring (which may also change fire weather conditions that are experienced, such as wind speed and direction).

3.2 Bushfire management strategy guiding public agencies

The *Loddon Mallee Bushfire Management Strategy* (DELWP 2020) considers the long-term implications of bushfire to direct the activities of bushfire-related public agencies and to reduce bushfire risk to people, property, infrastructure and economic activity.

The bushfire management strategy includes simulations of house loss to identify areas across a landscape where bushfires could have the greatest impact. The outputs from these simulations show that the Study Area, comparative to other locations in the Loddon Mallee Region, does not have houses modelled in the top 70% of bushfire risk relative to other areas of the region.

See **Attachment 1 Figure A: Modelled house loss bushfire risk**

3.3 Planning scheme bushfire designations

Planning schemes identify potentially bushfire affected land through the inclusion of land into the Bushfire Management Overlay or within a designated bushfire prone area (referenced in *c13.02-1S Bushfire Planning* and approved under the Building Act 1993).

3.3.1 Bushfire Management Overlay

The Bushfire Management Overlay is applied across Victoria based on areas of non-grassland vegetation larger than 4ha, with a 150m buffer applied to account for ember attack. It is also applied to land likely to be subject to extreme bushfire behaviour.

The Bushfire Management Overlay applies to the western outer edges of the Study Area where larger areas of non-grassland vegetation exist, with the 150m buffer applied.

3.3.2 Bushfire prone area

The criteria for the Bushfire prone area requires that it be applied to all land within the Bushfire Management Overlay along with grassland areas, smaller patches of non-grassland vegetation and land usually within 150m or 50m of these areas.

Grasslands are included in the Bushfire Prone Area along with the entirety of the settlement areas of Talbot, which means all of the Study Area is included in a Bushfire Prone Area.

See **Figure 1D: Bushfire Management Overlay and bushfire prone area**

3.4 Victorian Fire Risk Register

The Victorian Fire Risk Register (VFRR) is a data set prepared by fire authorities and local councils that identifies assets at risk of bushfire. The human settlement data is most relevant to planning scheme decision making.

The VFRR is useful to the extent that it shows current assets (for example, settlements) at risk, according to fire authorities and the local council. The VFRR should not however be over-emphasised in planning decision making as it has not been prepared for this purpose and does not contemplate new risk that might arise because of a planning decisions or the bushfire protection measures that may be delivered that reduces the bushfire risks.

The VFRR identifies the settlement areas of Talbot being at high risk.

See **Attachment 1 Figure B: Victorian Fire Risk Register human settlement polygons**

3.5 Regional bushfire planning assessment

The *Regional Bushfire Planning Assessment Loddon Mallee Region 2012* (DPCD) provides information about 'identified areas' where a range of land use planning matters intersect with a bushfire hazard.

Identified areas apply to the following locations:

- 13-002 Grassfires are a known bushfire hazard in the Talbot area.
- 13-003 Cluster of medium rural-residential lots to the south of Talbot township in or in close proximity to bushfire hazard (this identified area is referring to land outside of the Study Area).

See **Attachment 1 Figure 1E: Regional Bushfire Planning Assessment**

3.6 Joint Fuel Management Program

The Joint Fuel Management Program outlines where Forest Fire Management Victoria, the CFA and (sometimes) other public agencies intend to carry out fire management operations on Victoria's public and private land over the next three years. The Joint Fuel Management Program is published by Forest Fire Management Victoria (2021).

The Joint Fuel Management Program can include the following treatments:

- Asset protection zones designed to provide localised protection to human life, property and key assets.
- Bushfire moderation zones designed to reduce the speed and intensity of bushfires.

- Landscape management zones designed to reduce overall bushfire hazard at the landscape scale, in addition to land management and ecological objectives.

At the landscape scale, there are extensive treatments in public land all around the Study Area.

See **Attachment 1 Figure C: Joint fuel management program**

3.7 Bushfire history

Bushfire history can be informative to understanding possible bushfire behaviour, but where bushfire has or has not occurred in the past should not be overemphasised in planning decision making. All bushfire hazards are assumed capable of being part of a bushfire and planning decision making is required to respond to bushfire hazards on this basis.

However, bushfire history can assist in understanding how communities have previously experienced bushfire and can reiterate important features likely to arise in any future bushfire (for example, the effect of the late afternoon wind change typical in Victoria's worst bushfire weather).

Bushfire history includes many small fires occurring periodically. However, bushfire history is dominated by the 1985 Avoca fire, which started north of Avoca and progressed towards Talbot and Maryborough. This bushfire followed the typical bushfire in Victoria, dominated by north-westerly winds followed by the south-easterly wind change. The total area burnt was 50,800ha.

Forest Fire Victoria (2022) provides contextual and descriptive content on past bushfires. The following discusses the impact of wind change:

Due to lightning on 14 January, 111 fires started on this day and took two weeks to bring under control. A significant fire in Central Victoria burned 50,800 hectares, including 17,600 hectares of crown land. Three people died, and more than 180 houses, 500 farms, and 46,000 stock destroyed. Areas affected including Avoca, Maryborough and Little River. Fires also affected the alpine region at Mt Buffalo, burning 51,400 hectares.

The review of this bushfire prepared by the Department of Conservation, Forests and Lands (Research Report No., 23) included the following contextual information:

At about 1350 hrs on 14 January 1985, a fire started approximately 1 km north of Avoca and just east of the North-Western Highway. [...] Because of the extreme conditions the fire developed very rapidly and it was beyond control within minutes.

Mass short distance spotting was a major feature of this fire. Under extreme conditions with an unstable atmosphere spot fires were starting up to 2 km downwind, developing very rapidly, initiating further spotting and often creating new fronts.

Prior to the wind change a well structured convection column had developed over the fire to an altitude of more than 6000 metres. Following the south-westerly change this strong convection column persisted [...] although a low level inversion [...] tended to trap smoke, so that down wind of the fire visibility was very poor.

See **Attachment 1 Figure 1D: Bushfire history**

4. Landscape and strategic bushfire considerations

This section describes landscape bushfire hazards. Having regard to the contextual information in Section 3, it considers how the bushfire hazard in the surrounding landscape may affect the study area.

Landscape bushfire hazards are important because they help to understand how bushfire may impact on a location, including the likelihood of a bushfire threatening a location, its likely intensity and destructive power, and the potential impact on life and property.

The extent of the surrounding landscape that is relevant is determined by factors such as the extent and continuity of vegetation, potential fire runs and where a bushfire can start, develop and grow large. The extent of bushfire hazard relevant may be 1-2km or up to 50km, depending on the locality.

The landscape analysis in this section takes a similar approach to a bushfire hazard landscape assessment described in *Planning Permit Applications Bushfire Management Overlay Technical Guide* (DELWP 2017). This includes the identification of landscape types that help understand the relative risk between different places.

See **Figure 4A: Overview of landscape types**

The section enables key strategies in *c13.02 Bushfire Planning* to be considered. These strategies include the following:

Landscape bushfire considerations

c13.02-1S Bushfire Planning requires a tiered approach to assessing the hazard:

- *Considering and assessing the bushfire hazard on the basis of [...] landscape conditions - meaning the conditions in the landscape within 20 kilometres and potentially up to 75 kilometres from a site.*
- *Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behaviour it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction.*

Availability of safe areas

c13.02-1S Bushfire Planning requires a location in easy reach that provides absolute protection for life from the harmful effects of bushfire:

- *Ensuring the availability of, and safe access to, areas assessed as a BAL-LOW rating under AS3959-2018 Construction of Buildings in bushfire-prone areas (Standards Australia) where human life can be better protected from the effects of bushfire.*
- *Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.*

Landscape areas schematically illustrated in this section are derived from two key variables :

- Landscape bushfire hazards and their potential to generate extreme fire behaviour and neighbourhood scale destruction; and
- Availability and access to low fuel areas that may provide shelter from the harmful effects of bushfire.

See **Figure 4B: Landscape bushfire analysis**

4.1 Landscape bushfire hazards

Talbot is within a broader bushfire landscape that comprises extensive areas of forest hazards. Fire runs in the hazard are up to 10-15km, with fire runs to the north-west and south-west of the Study Area, aspects where prevailing bushfire weather in Victoria is likely to move a bushfire towards the Study Area.

Based on the extent of vegetation and some areas of steeper terrain, the hazard has the potential to enable bushfires to grow large and to generate elements of extreme fire behaviour. This includes ember generation and the potential for embers to travel longer distances.

The Study area itself interfaces with forest vegetation to the west and south/south-west. On other interfaces, grassland hazards are present. The Country Fire Authority (2022) identify the following grassfire characteristics:

- Grassfires can start and spread quickly and are extremely dangerous.
- Grassfires can travel up to 25 km per hour and pulse even faster over short distances.
- Grass is a fine fuel and burns faster than bush or forests.

- Grassfires tend to be less intense and produce fewer embers than bushfires, but still generate enormous amounts of radiant heat.
- The taller and drier the grass, the more intensely it will burn.
- The shorter the grass, the lower the flame height and the easier the fire will be to control.
- Grassfires can start earlier in the day than bushfires, because grass dries out more quickly when temperatures are high.

Interspersed with grassland areas are areas of fragmented vegetation. These will include clumps of non-grassland vegetation, roadside vegetation, strips of trees (for example, along vehicle accesses and water courses) and the occasional smaller patch of non-grassland vegetation. The extent of fragmentation will be a factor when considering bushfire at the local scale but the impact on landscape-scale bushfire is minimal. The grassland vegetation will be the dominant driver of bushfire behaviour in these grassland areas

The large forested areas have the potential to generate ember attack into surrounding areas, including grassland hazard areas. It therefore increases the potential for grassfires in the locality.

See **Figure 4B: Landscape bushfire analysis**

4.2 Likely landscape bushfire scenarios

The extent of hazard and the available fire runs means there is potential for fire behaviour that may include:

- Bushfire impacting on the edge of settlement areas and where hazards continue, bushfire may penetrate deep into settlement areas. (for example, into areas within the Township Zone).
- Ember attack into settlement areas, resulting in localised fires. Localise fires may include vegetation in gardens, parks and on roadsides being on fire and structures being on fire.
- Smoke throughout the landscape.

Bushfire is likely to move out of the forested hazard areas into grassland and smaller patches of hazard closer to and adjoining the Study Area. Bushfire is likely to be a single day bushfire. These types of bushfire, especially under the influence of the late afternoon wind change, is when Victoria's most destructive bushfire arise.

Bushfire history from 1985 provides a highly credible proximation for the likely bushfire to be anticipated in Talbot.

Figure 4E provides a generalised understanding of how bushfire threatens settlements.

See **Figure 4E: Generalised understanding of how bushfire threatens settlements**

4.3 Low fuel areas

An assessment has been made of the location and access to places that are lower fuel where human life can be better protected from the harmful effects of bushfire. Low fuel areas can provide protection by enabling people to move away from bushfire hazards if they need to.

c13.02-1S Bushfire Planning defines low fuel places as BAL:Low. BAL:Low places are where hazardous vegetation is more than 100m away (50m for grasslands). Hazardous vegetation for the purpose of BAL:Low is defined as vegetation that cannot be excluded under 2.2.3.2 of *Australian Standard AS3959:2018 Construction of buildings in bushfire-prone areas* (Standards Australia).

In BAL:Low places, people sheltering in the open air will not be exposed to flame contact and the highest levels of radiant heat from a moving bushfire, although radiant heat from some hazards may still be life threatening. BAL:Low places may also be subject to localised fires, which could include gardens and structures on fire. BAL:Low places do not consider ember attack, which may arise in these areas.

BAL:Low places are present in the central core of Talbot, oriented around Scandinavian Crescent. Despite the presence of other more urban areas in Talbot, the lack of defined hazard edges and undeveloped land in the Township Zone means there is a more limited basis to assess these as BAL:Low and therefore low fuel.

There are no low-fuel areas identified to the west of Ballarat-Maryborough Road.

See **Figure 4C: Low fuel areas and BAL:Low land**

Other places of shelter

A designated neighbourhood safer place is located at Talbot (Pioneer Reserve). This is within the same area assessed as being BAL:Low.

Consistent with CFA advice, designated places of safety are not afforded any weight in this bushfire assessment. This is because designated places of safety are not a justification to enable new risk to be introduced that is otherwise not consistent with planning scheme policies.

All areas within the landscape, including BAL:Low areas and designated neighbourhood safer places, are likely to be subject to ember attack. Sheltering in these locations and traveling to these locations during a bushfire may be uncomfortable for people.

4.4 Landscape types

Based on the likely bushfire scenarios, the potential for neighbourhood scale destruction and the availability and access to low fuel areas, landscape types can be applied. The identified landscape types are necessarily strategic and are not intended to be scaled to apply to individual properties. They do however provide an indication on the relative risk in different parts of the Study Areas.

The following landscape types are assessed for the Study Area.

Landscape type 2 aligns with the **central part of Talbot and its immediate surrounds**. The characteristics of this landscape type include:

- *The type and extent of vegetation located more than 150 metres from the site may result in neighbourhood-scale destruction as it interacts with the bushfire hazard on and close to a site.*
- *Bushfire can only approach from one aspect and the site is located in a suburban, township or urban area managed in a minimum fuel condition.*
- *Access is readily available to a place that provides shelter from bushfire. This will often be the surrounding developed area.*

This positions these areas at the middle end of bushfire risk in Victoria using the landscape typologies approach. This landscape type is consistent with the Bushfire Management Overlay not being applied to these parts of the Study Area.

Landscape type 3 aligns with the landscape around the Study Area and **land generally to the west of Ballarat-Maryborough Road**. The characteristics of this landscape type include:

- *The type and extent of vegetation located more than 150 metres from the site may result in neighbourhood-scale destruction as it interacts with the bushfire hazard on and close to a site.*
- *Bushfire can approach from more than one aspect.*
- *The site is located in an area that is not managed in a minimum fuel condition.*
- *Access to an appropriate place that provides shelter from bushfire is not certain.*

This positions these areas at the middle to higher end of bushfire risk in Victoria using the landscape typologies approach.

See Figure 4D: Schematic landscape type areas

FIGURE 4A: OVERVIEW OF LANDSCAPE TYPES

Planning Permit Applications Bushfire Management Overlay Technical Guide (DELWP, 2017) identifies landscape types to inform planning decision making based on the risk from the landscape beyond the site. They enable landscape bushfire information to be described according to a simple framework to assist planning decision making.

Landscape types assist in:

- Consistently describing landscape hazards. Landscape hazards are bushfire hazards more than 150m from an area that inform the likelihood of a bushfire threatening a location and its likely intensity and destructive power.
- Describing proximity and access to low fuel areas that may provide shelter from bushfire. In these areas, people may avoid flame contact and can withstand the effects of radiant heat from a moving bushfire.
- Understanding the relative risk between different locations.

Landscape types when applied provide a spatial representation of how different areas are affected by landscape scale bushfire considerations. Based on this, places that are relatively higher or lower risk emerge.

The diagram on this page summarises landscape types.

LANDSCAPE TYPE 1	LANDSCAPE TYPE 2	LANDSCAPE TYPE 3	LANDSCAPE TYPE 4
<ul style="list-style-type: none"> There is little vegetation beyond 150 metres of the site (except grasslands and low-threat vegetation) Extreme bushfire behaviour is not possible The type and extent of vegetation is unlikely to result in neighbourhood scale destruction of property Immediate access is available to a place that provides shelter from bushfire 	<ul style="list-style-type: none"> The type and extent of vegetation located more than 150 metres from the site may result in neighbourhood-scale destruction as it interacts with the bushfire hazard on and close to a site Bushfire can only approach from one aspect and the site is located in a suburban, township or urban area managed in a minimum fuel condition Access is readily available to a place that provides shelter from bushfire. This will often be the surrounding developed area 	<ul style="list-style-type: none"> The type and extent of vegetation located more than 150 metres from the site may result in neighbourhood-scale destruction as it interacts with the bushfire hazard on and close to a site Bushfire can approach from more than one aspect The area is located in an area that is not managed in a minimal fuel condition Access to an appropriate place that provides shelter from bushfire is not certain 	<ul style="list-style-type: none"> The broader landscape presents an extreme risk Bushfires may have hours or days to grow and develop before impacting¹ Evacuation options are limited or not available
← Lower risk from the bushfire landscape		Higher risk from the bushfire landscape →	

↑
Study Area
(part)

↑
Study Area
(part)

¹ Adapted by author

FIGURE 4B: LANDSCAPE BUSHFIRE ANALYSIS

27 June 2023 Council Meeting

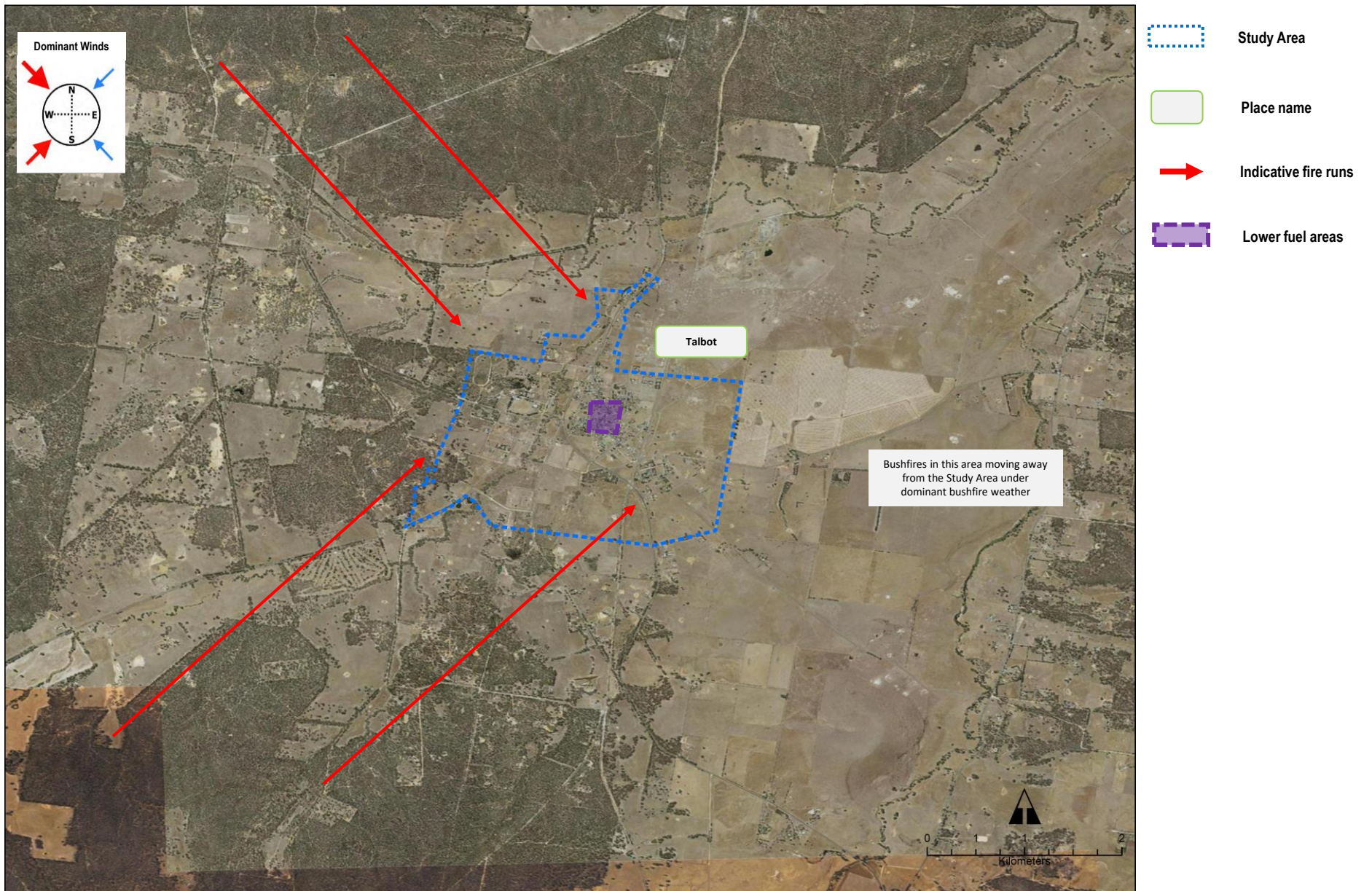


FIGURE 4C: LOWER FUEL AREAS

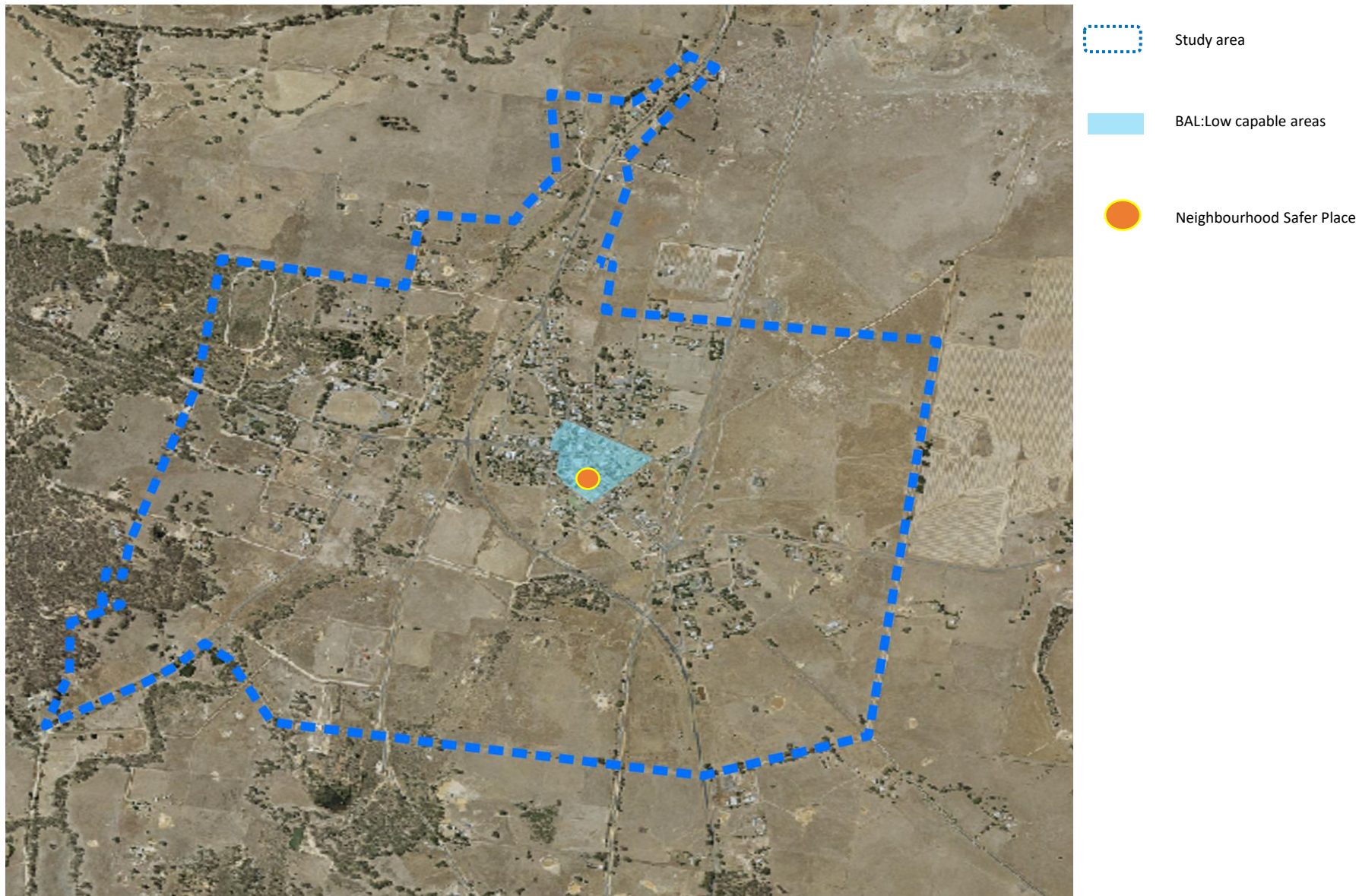


FIGURE 4D: SCHEMATIC LANDSCAPE TYPE AREAS

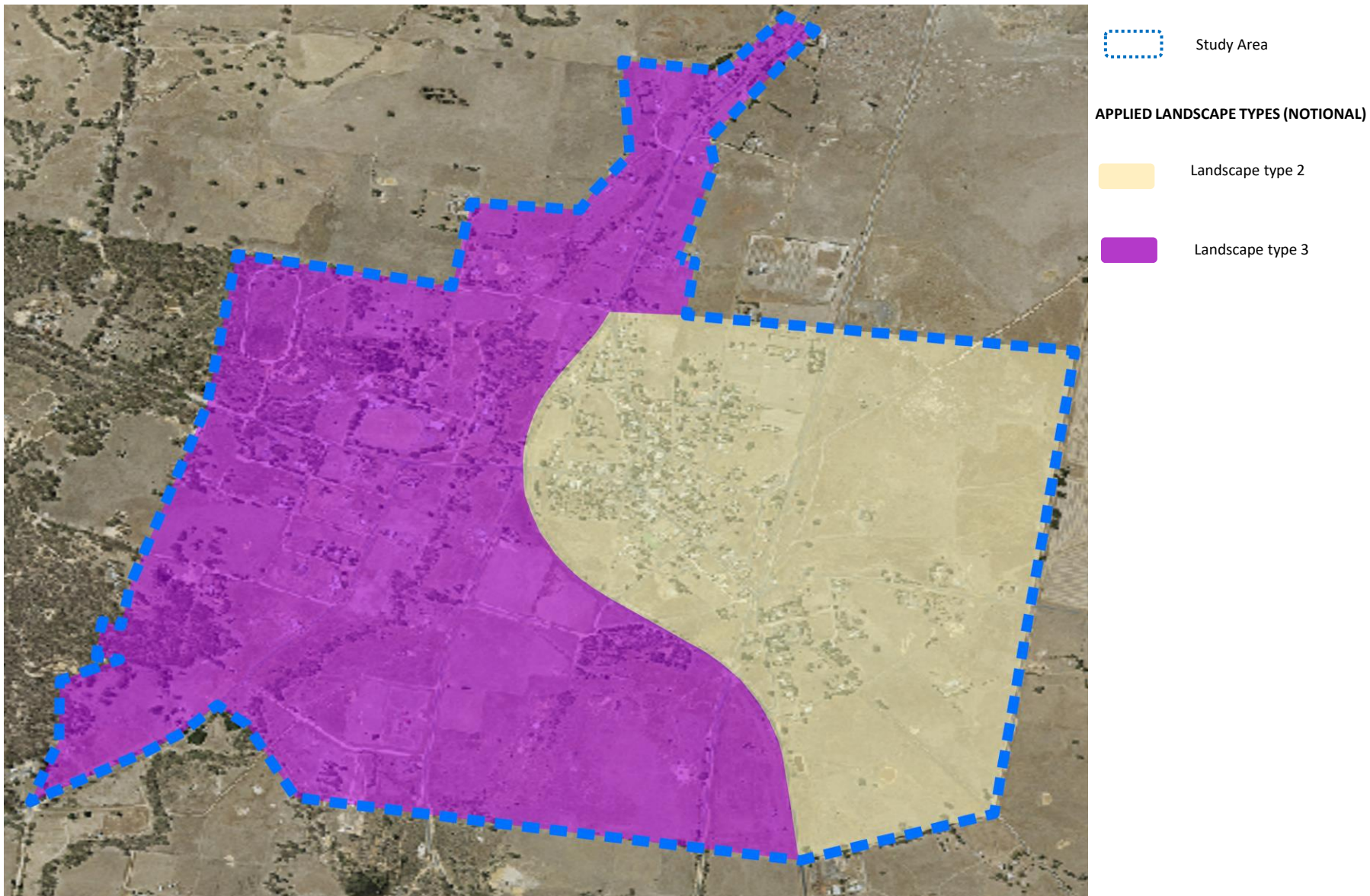
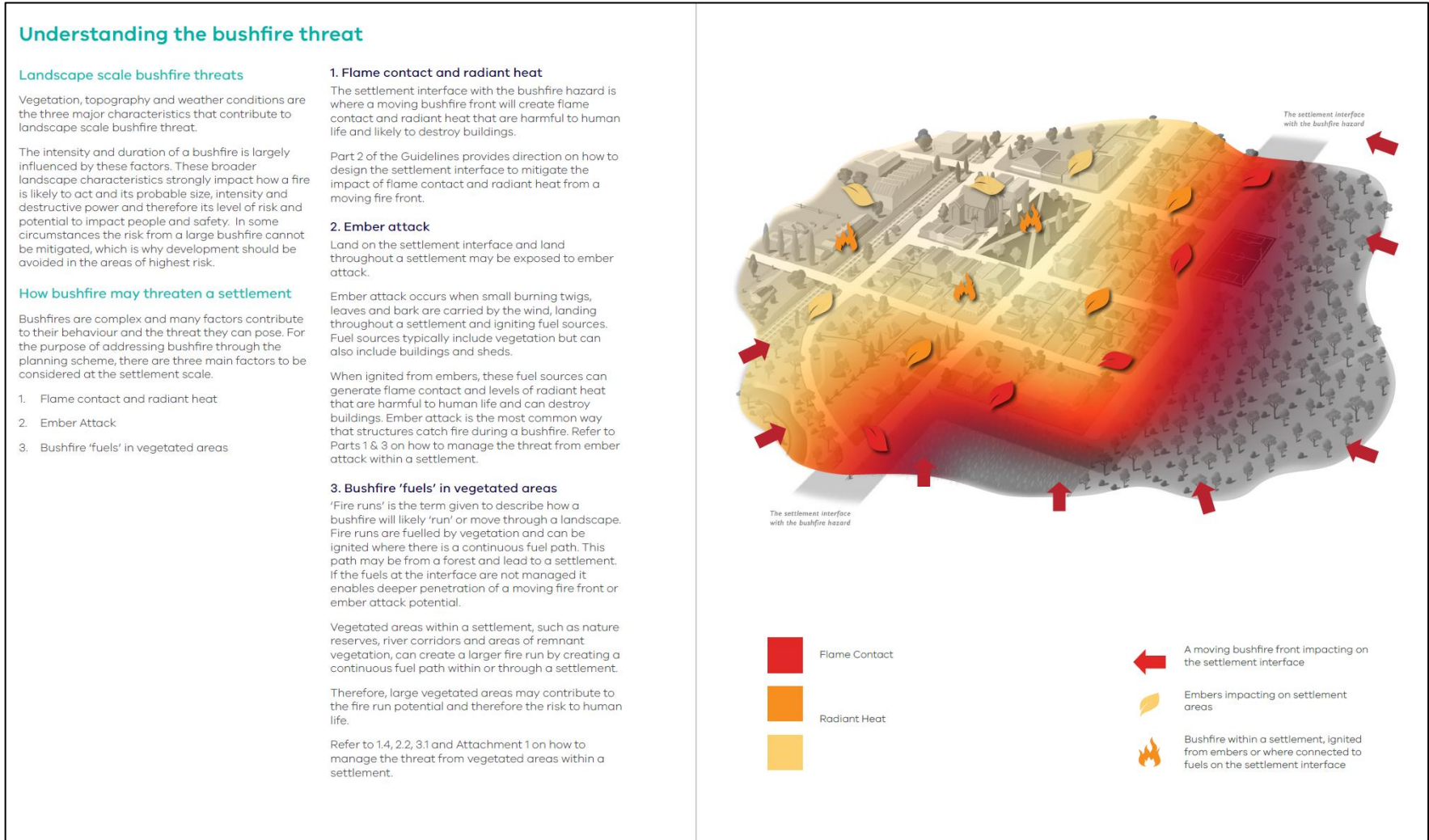


FIGURE 4E: GENERALISED UNDERSTANDING OF HOW BUSHFIRE THREATENS SETTLEMENTS (DELWP 2020)



5. Exposure to bushfire at the neighbourhood and local scale (12.5kw/sq.m of radiant heat)

Exposure to bushfire at the neighbourhood and local scale assesses the level of radiant heat likely to arise from hazardous vegetation within and in close proximity (150m) to a proposal. Considering exposure to bushfire enables new development to be separated from hazardous vegetation so that radiant heat of less than 12.5kw/sq.m arises, as required by *c13.02-1S Bushfire Planning* for new development enabled by a planning scheme amendment.

This section enables key strategies in *c13.02 Bushfire Planning* to be considered. These strategies include the following:

Site based exposure

- *Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS3959-2018.*
- *Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS3959-2018 Construction of buildings in bushfire-prone areas (Standards Australia).*

5.1 Methodology to determine exposure to bushfire

The methodology for a bushfire hazard site assessment as described in *Planning Permit Applications Bushfire Management Overlay Technical Guide* (DELWP 2017) and *AS3959-2018 Construction of buildings in bushfire-prone areas* (Standards Australia) informs the assessment. Key assumptions include a Fire Danger Rating of 100 and a flame temperature of 1080°C.

Hazard identification

Hazardous vegetation was identified within and around (150m) the study area using expert judgment based on field work and aerial photography. EVC's and tree cover data sets were also reviewed.

Ecological vegetation classes (EVCs) include:

- Alluvial Terraces Herb-rich Woodland
- Box Ironbark Forest
- Creekline Grassy Woodland

- Grassy Woodland
- Grassy Woodland / Alluvial Terraces
- Plains Grassy Woodland

See **Figure 5B: Ecological vegetation classes**

Low-threat vegetation as described in *AS3959-2018 Construction of buildings in bushfire-prone areas* (Standards Australia) was excluded as it is not considered hazardous.

Slope under hazardous vegetation was assessed using the 10m contour, having regard to topographical information. Slope under hazardous vegetation informs how fast a bushfire may travel.

See **Figure 5A: Indicative site assessment diagram prepared at the settlement scale**

See **Figure 5C: Elevation based on 10m contour**

See **Figure 5D: Slope based on a 10m contour**

5.2 Planning scheme required bushfire setbacks

Setbacks from hazardous vegetation must meet Column A in Table 2, *c53.02-3 Bushfire Planning*. These setbacks provide for exposure a radiant heat flux of less than 12.5 kilowatts/square metre, as required by *c13.02-1S Bushfire Planning* for a planning scheme amendment or strategic planning document.

5.3 Land exposed to a radiant heat flux of less than 12.5kw/sq.m

Satisfying the planning scheme exposure requirement in the Study Area means development enabled by a future Structure Plan must be setback from bushfire hazards as follows:

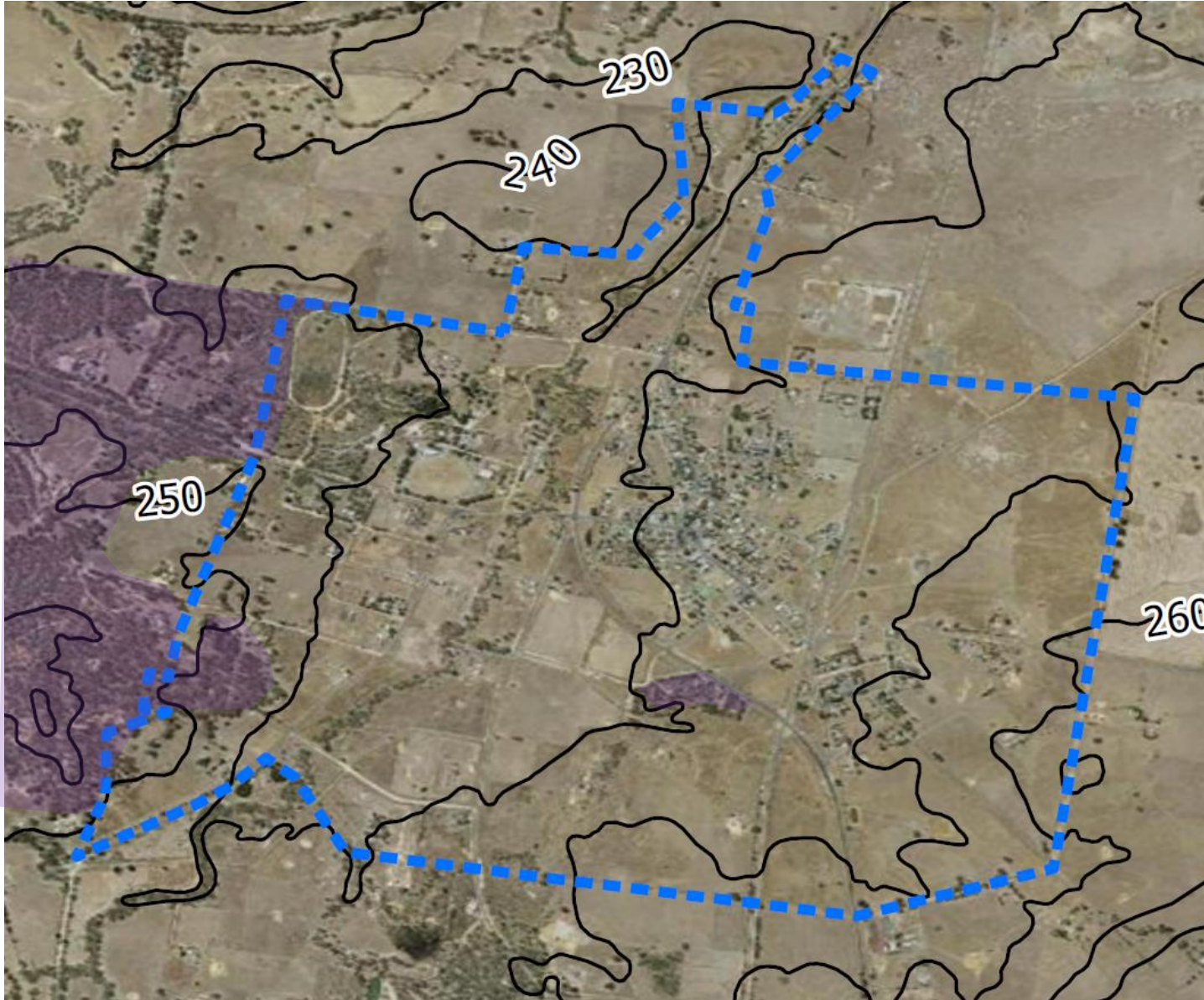
- 19m for Grasslands, based on a slope of flat / upslope.
- 33m for Woodland, based on a slope of flat / upslope.
- 48m from Forests, based on a slope of flat / upslope.



The above are derived from the assessment of hazards at the settlement scale. At the site-scale, variations may arise especially in the slope and any localised areas of hazard. At a strategic scale, the differences that may arise are relatively limited (for example, setbacks may vary 10-30m).

The potential for variation necessitates a bushfire hazard site assessment being prepared for any individual planning scheme amendment or development proposal. This is required under the ordinary approach to preparing a planning scheme amendment, in any event, and is likely required for planning applications also.

At a Structure Planning level and in determining where to direct growth, the above are sufficient benchmarks based on the vegetation present in and around the settlement for strategic decisions to be made. Variation can otherwise be managed in future planning processes.

FIGURE 5A: INDICATIVE SITE ASSESSMENT DIAGRAM PREPARED AT THE SETTLEMENT SCALE



-  Study Area
-  Forest or Woodland

Balance of map area is Grassland or Low-threat vegetation, and subject to a bushfire hazard site assessment at the time development is proposed

Not to scale, written dimensions apply

FIGURE 5B: ECOLOGICAL VEGETATION CLASSES

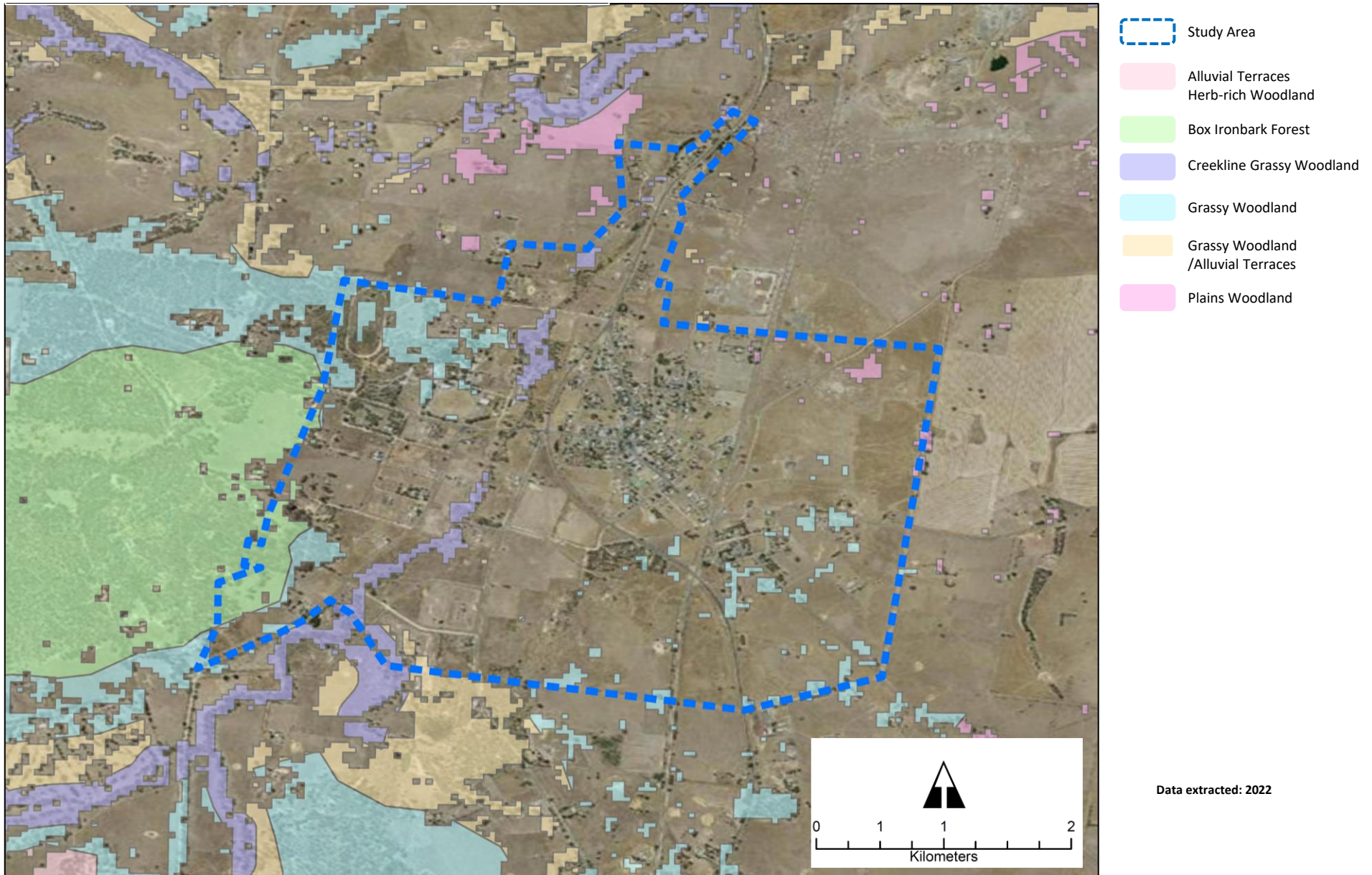
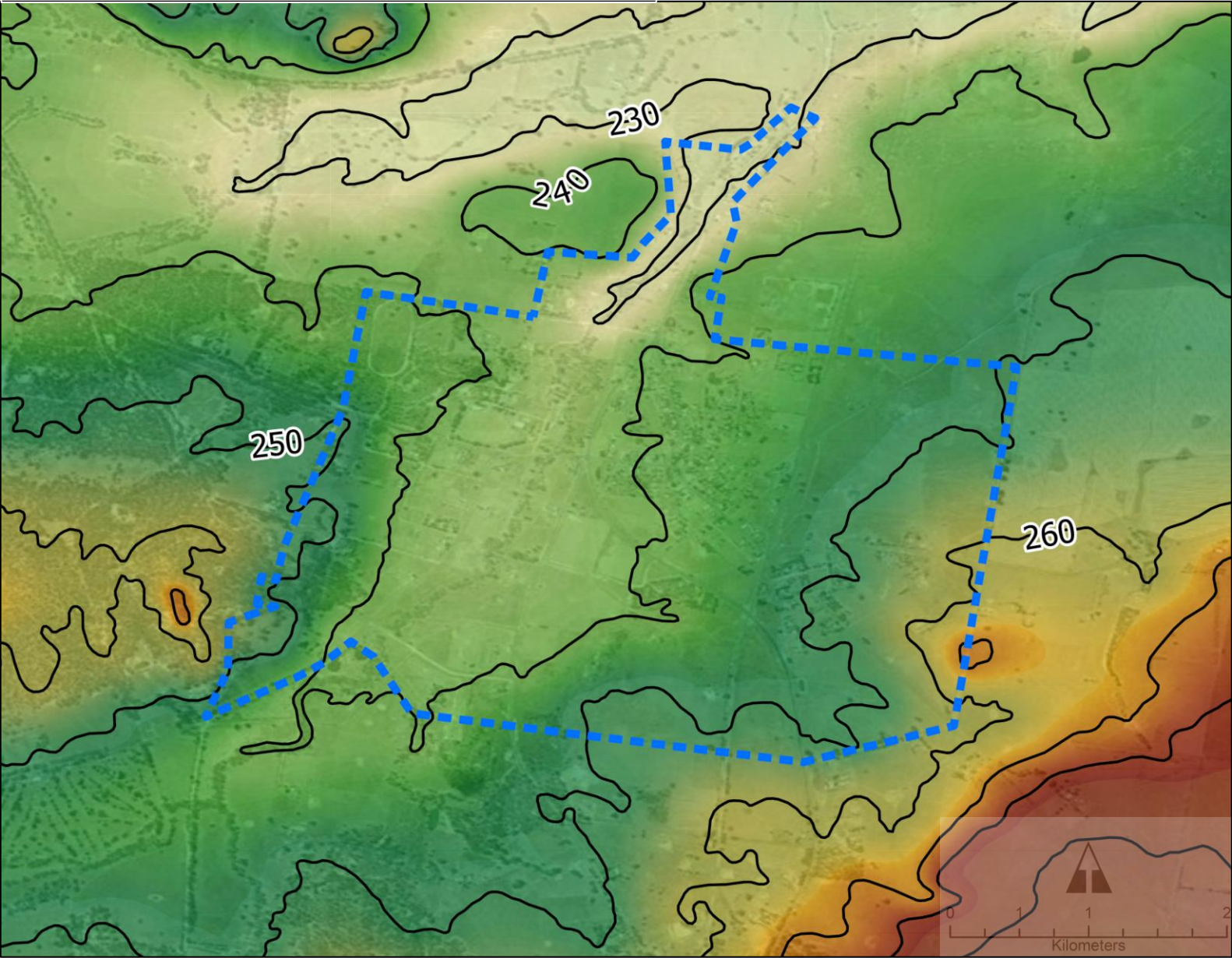
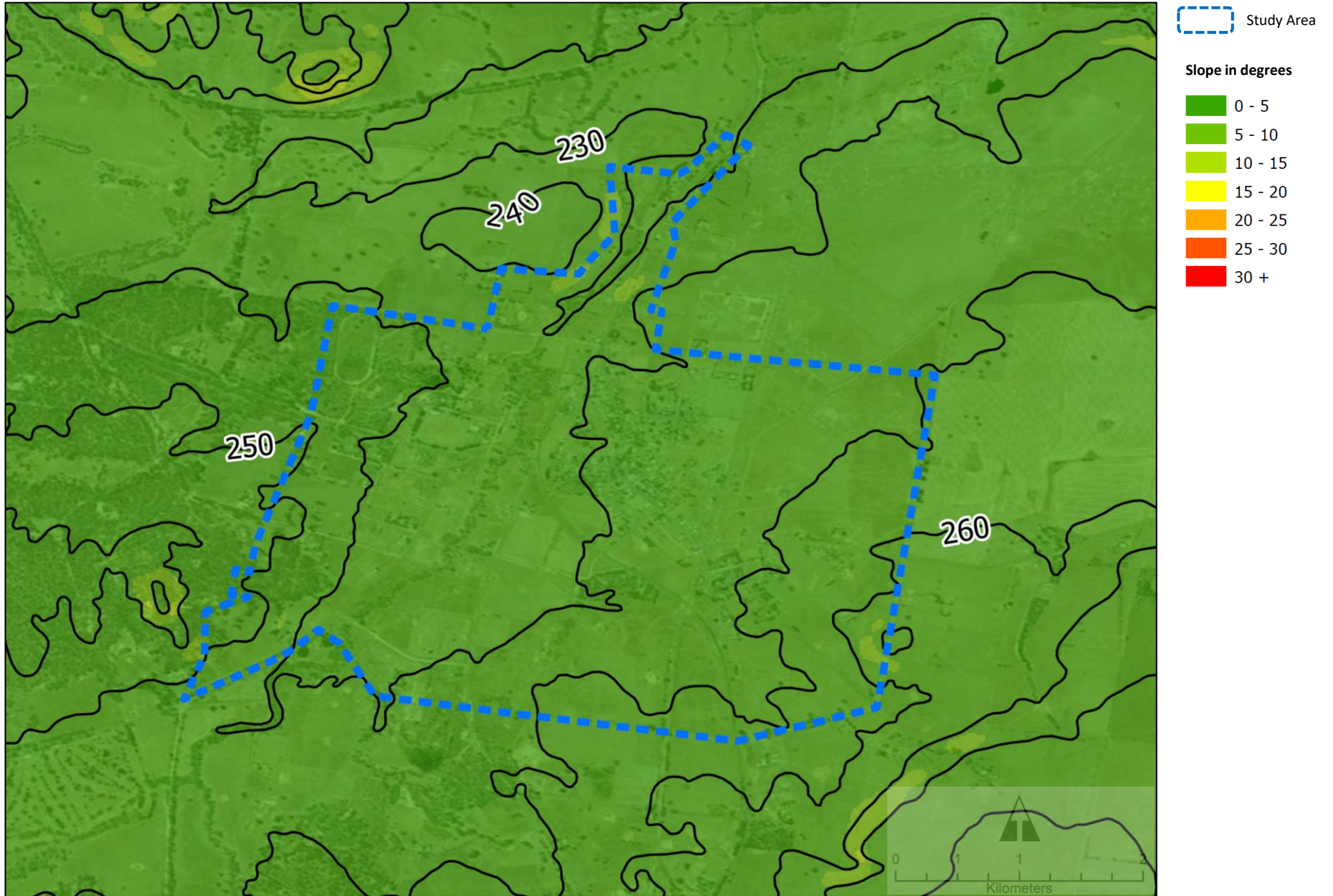


FIGURE 5C: ELEVATION BASED ON 10m CONTOUR



Study Area

FIGURE 5D : SLOPE BASED IN A 10M CONTOUR



6. Assessment against *c13.02-1S Bushfire Planning* and other bushfire provisions

This report has considered the bushfire context of the study area, the landscape hazard, the availability of low fuel areas and whether there are locations that could satisfy the *c13.02 Bushfire Planning* exposure requirement. This section uses that information to consider strategic and settlement policies in *c13.02-1S Bushfire Planning*.

6.1 *c13.02-1S Bushfire Planning*

6.1.1 Alternative locations for development

c13.02-1S Bushfire Planning includes two strategies that seek to direct new development:

- *Give priority to the protection of human life by [...] directing population growth and development to low risk locations[.]*
- *Assessing alternative low risk locations for settlement growth on a regional, municipal, settlement, local and neighbourhood basis.*

Talbot is located within a high risk bushfire landscape. This is reflected in bushfire contextual information and is readily demonstrated by the 1985 bushfire history.

Long fire runs are available in the landscape bushfire hazard. This includes fire runs being in forested hazards that are not dominated by steep and rugged terrain where the most extreme forms of bushfire behaviour are likely. Instead, the landscape hazard is likely to be generally consistent with the assumptions for bushfire integrated into the bushfire setbacks included in planning schemes (in *c52.03 Bushfire Planning* based on an FDI100 and flame temperature of 1080’).

The main areas of landscape bushfire hazards other than grasslands are located 1-4km from the Study Area. With this separation, whilst Talbot is located within a higher risk bushfire landscape, the residual risk at the edge of Study Area is from grasslands and more localised areas of bushfire hazard (for example, forested areas abutting the west of the Study Area).

Landscape type 2 areas

Talbot benefits from areas assessed as Landscape Type 2, located east of Ballarat – Maryborough Road. They are relatively lower risk given their hazard interface is from grasslands only. Located here are the areas of lower fuel and BAL:Low.

Mitigating the landscape impact of grassfire is highly achievable through the separation of development from unmanaged grasslands and the planning for development to be low-fuel, preventing grassfire from penetrating urban areas and providing the ability for people to move away from the hazard interface. These outcomes are highly achievable in Landscape type 2 areas, taking advantage of existing features in Talbot.

The beneficial elements in the Landscape type 2 areas means it is possible to direct growth to these areas in a way that effectively manages life safety.

Having regard to the municipal scale of Central Goldfields Shire, other settlements including Dunolly and Maryborough are similarly affected by bushfire hazards to Talbot. There is not likely to be any meaningful risk reduction achieved in directing development to these places rather than the Landscape type 2 areas of Talbot.

Talbot, east of Ballarat-Maryborough Road and where aligning with the characteristics of Landscape type 2, is optimised to be favourably assessed against *c13.02-1S Bushfire Planning* as a location for growth and development having regard to alternative locations in the municipality and alternative areas within the Study Area.

Landscape type 3 areas

Other parts of the Study Area have an elevated landscape risk, reflected in being assessed as Landscape type 3. Factors driving this include closer proximity to non-grassland hazards, interfaces with grassland areas likely to be carrying large grassfires, and less certainty on access to low fuel areas to the east of Ballarat-Maryborough Road.

These areas are also within the Rural Living Zone and are highly fragmented by legacy subdivisions and land patterns. Once land is fragmented, it can mean that individual development sites need to rely on adjoining land developing to create safe communities, however there can be no certainty this would occur in a reasonable timeframe or at all.

It is considered that these areas are less suited to new growth and development, having regard to lower risk opportunities to the east of Ballarat-Maryborough Road.

Talbot, generally west of Ballarat-Maryborough Road and where aligning with the characteristics of Landscape type 3, is less favourably assessed against *c13.02-1S Bushfire Planning* as a location for growth and development having regard to alternative locations within the Study Area.

6.1.2 Landscape bushfire considerations

c13.02-1S Bushfire Planning requires a tiered approach to assessing the hazard:

- *Considering and assessing the bushfire hazard on the basis of [...] landscape conditions - meaning the conditions in the landscape within 20 kilometres and potentially up to 75 kilometres from a site.*
- *Assessing and addressing the bushfire hazard posed to the settlement and the likely bushfire behaviour it will produce at a landscape, settlement, local, neighbourhood and site scale, including the potential for neighbourhood-scale destruction.*

The bushfire hazard landscape assessment has considered the bushfire hazard at the strategic and landscape scales as required by these policies.

The areas assessed as Landscape Type 2, located east of Ballarat – Maryborough Road, benefit from low fuel areas and areas of BAL:Low. They are relatively lower risk given their hazard interface is from grasslands only.

Mitigating the landscape impact of grassfire is highly achievable through the separation of development from unmanaged grasslands and the planning of development to be low-fuel, preventing grassfire from penetrating urban areas and providing the ability for people to move away from the hazard interface. These outcomes are highly achievable in Landscape type 2 areas, taking advantage of existing features in Talbot.

Strategic planning that directs development to Landscape type 2 areas would be consistent with c13.02-1S Bushfire Planning directions. This is because it has favourable bushfire characteristics including:

- A lower landscape bushfire risk
- Low fuel areas and access to low fuel areas from most areas
- Places that can satisfy the bushfire exposure requirement (12.5kw/sq.m).

Other areas are assessed as Landscape type 3 to reflect their elevated landscape risk. This report does not recommend they be promoted for growth and development having regard to the alternative opportunities available in the Landscape type 2 areas east of Ballarat – Maryborough Road.

6.1.3 Availability of safe areas

c13.02-1S Bushfire Planning requires a location in easy reach that provides absolute protection for life from the harmful effects of bushfire:

- *Ensuring the availability of, and safe access to, areas assessed as a BAL-LOW rating under AS3959-2018 Construction of buildings in bushfire-prone areas (Standards Australia) where human life can be better protected from the effects of bushfire.*
- *Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire.*

BAL:Low places are present in the central part of Talbot, oriented around Scandinavian Crescent. Areas to the east of Ballarat-Maryborough Road have good access to these areas of BAL:Low, included any new areas of growth to the east of the existing Township Zone. This is a significant of them being assessed as Landscape Type 2.

New development in Talbot can deliver further low fuel areas, including those capable of being assessed as BAL:Low. Recommendations in this report seek to ensure this is delivered in conjunction with new development, which would support more areas of BAL:Low arising.

BAL:Low areas will provide future occupants of development with access to a location that provides shelter from the harmful effects of flame contact and radiant heat from a moving bushfire. Access will be immediate and available by walking, where new growth and development is directed to land east of Ballarat-Maryborough Road.

6.1.4 Site based exposure

c13.02-1S Bushfire Planning provides directions for planning authorities about the level of acceptable exposure for new development enabled by a planning scheme amendment:

- *Not approving any strategic planning document, local planning policy, or planning scheme amendment that will result in the introduction or intensification of development in an area that has, or will on completion have, more than a BAL-12.5 rating under AS3959-2018.*
- *Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS3959-2018 Construction of buildings in bushfire-prone areas (Standards Australia).*

The assessment of site based exposure prepared as part of this report confirms that development can be set back from bushfire hazards to achieve a radiant heat flux of less than 12.5kw/sq.m in completed development. Based on this, exposure of future development would be consistent with c13.02-1S Bushfire Planning.

It is essential that this outcome be given effect to in the Structure Plan and the planning scheme. Recommendations later in this report outline how this can be achieved.

6.1.5 Areas of high biodiversity conservation value

c13.02-1S *Bushfire Planning* provides directions on situations where bushfire and high biodiversity conservation values correlate:

- *Ensure settlement growth and development approvals can implement bushfire protection measures without unacceptable biodiversity impacts by discouraging settlement growth and development in bushfire affected areas that are of high biodiversity conservation value.*

It is beyond the scope of this report to assess the biodiversity conservation value of vegetation that may need to be removed or managed as a result of bushfire requirements. However, given the lack of vegetation east of Ballarat-Maryborough Road, it is reasonable to assume that development can accommodate bushfire protection measures.

6.1.6 No increase in risk

c13.02-1S *Bushfire Planning* provides an overall view of acceptable risk:

- *Ensuring the bushfire risk to existing and future residents, property and community infrastructure will not increase as a result of future land use and development.*
- *Achieving no net increase in risk to existing and future residents, property and community infrastructure, through the implementation of bushfire protection measures and where possible reduce bushfire risk overall.*

Directing development to Landscape type 2 areas is consistent with the bushfire policies and directions contained in the planning scheme. There is no planning scheme bushfire factor that would warrant not directing growth and development as recommended in this report. The risk from bushfire can be managed in accordance with standard planning scheme responses to bushfire hazards in the lower risk areas of Talbot.

The recommended areas for growth and development, generally east of Ballarat-Maryborough Road, arise in part because they benefit from:

- The existing separation from landscape hazards (other than grasslands) located west of Ballarat-Maryborough Road.
- The low fuel areas in the core areas of Talbot.

It is imperative that the existing low fuel areas in the core or Talbot are preserved and not compromised over time. The same applies to land west of Ballarat-Maryborough Road.

Bushfire management planning, the day to day activities of the Council, CFA and land managers, will support this. However, planning decision making should be cognisant of this and not enable the introduction of bushfire hazards through planning decision making.

It is therefore recommended that the Structure Plan spatially include the existing low fuel areas and land to the west of Ballarat-Maryborough Road as a mapped area and emphasising the need for the introduction of bushfire hazards to be avoided.

There are precedents for such approached being taken in planning schemes, including c22.12 of the Yarra Ranges Planning Scheme that includes a mapped ‘strategic fire break area’ for Healesville as well as the recently adopted Surf Coast Statement of Planning Policy that identifies landscape areas for strategic planning purposes on its framework plan.

See **Figure 7A: Spatial Recommendations**

6.2 Bushfire mitigation

The Bushfire Management Overlay does not apply to areas recommended for growth and development in this report and cannot therefore be relied on to deliver mitigation.

Planning consideration is required under the c13.02-1S *Use and development control in a bushfire prone area* for most new development, including subdivision for more than 10 lots. The use and development control requires that when assessing a planning permit application:

- *Consider the risk of bushfire to people, property and community infrastructure.*
- *Require the implementation of appropriate bushfire protection measures to address the identified bushfire risk.*
- *Ensure new development can implement bushfire protection measures without unacceptable biodiversity impacts.*

The Use and development control, along with c13.02-1S *Bushfire Planning*, provides a planning scheme mechanism to ensure future development fully considers bushfire at the planning application stage. However, it specifies no actual requirements and its consideration is discretionary.

It is recommended that mitigation be included into the Structure Plan and subsequently given effect to in local planning scheme content. This will enable the Planning Authority, when the Structure Plan forms part of a planning scheme amendment, to demonstrate through planning scheme content that bushfire has been fully addressed.

The following mitigation is recommended:

- Requiring future subdivision (building envelopes) to achieve the *c13.02-1S Bushfire Planning* exposure requirement. There is no other mechanism in the planning scheme that will deliver this outcome. This will necessitate a bushfire hazard site assessment being prepared to support any specific development proposal enabled by the Structure Plan, including rezoning of land or a development proposal. The assessment should be a requirement within the Structure Plan.
- Where subdivision would create lot sizes for Accommodation that are larger than 1,200sq.m, *c53.02 Bushfire, Table 6 Vegetation management requirements* should be applied. This will provide for a low fuel outcome and not enable hazards to increase over time. Other bespoke approaches to hazard management in areas proposed for larger lots can be investigated and determined at subsequent stages and to the satisfaction of the relevant fire authority.

New lots for Accommodation smaller than 1,200sq.m mostly avoid hazards being introduced due to the lot size itself. Lot size becomes a passive form of mitigation.

See **Figure 7C: Table 6, c53.02 Bushfire Planning Vegetation Management Standards (Defendable Space)**

- Perimeter roads be provided when subdividing land on permanent hazard edges. This outcome is now typical in grassland areas, including in Melbourne’s growth areas and arising from precinct structure plans and CFA requirements. It will support preventing a moving grassfire from entering developed areas.

See **Figure 7B: Expected indicative treatment of hazard interfaces**

The above mitigation can be included into the Structure Plan and would support the effective consideration of bushfire in future planning applications.

The Study Area is within and is expected to remain entirely with a designated Bushfire Prone Area under the Building Regulations 2018 . A dwelling within the Bushfire Prone Area is required to be constructed to a BAL12.5 (focused on ember protection). This enhances protection, delivered outside of the planning system.

6.3 Other matters

The following considers other matters included within the scope or work.

Preferred density of development

Smaller lots (less than 1,250sq.m) have the benefit that they tend to be lower fuel without the need for ongoing management, as there is insufficient land within each lot for hazardous vegetation to be introduced. It is therefore a form of passive mitigation.

Alternatively, larger lots do provide sufficient land where hazardous vegetation may arise over time. Planning conditions, in a planning permit and/or s173 agreement, can be used to minimise this occurring but come with on-going obligations for each landowner and a need for the Council to monitor and enforce non-compliance. It requires active mitigation, each year and throughout the fire danger period.

Recent reviews, including the Black Saturday Royal Commission and reviews undertaken by the Victorian Auditor General, have concluded that significant non-compliance with bushfire-related planning permit conditions exists across Victoria.

Whilst lots smaller than 1,250sq.m are preferred, it is likely that at the planning scheme level larger lots with bushfire vegetation management requirements achieves the same outcome despite concerns about compliance and enforcement.

It is therefore not possible to recommend a preferred density beyond recognising that passive mitigation through lots less than 1,250sq.m is likely to be more viable over time than the active mitigation and land management needed on larger lots.

Preferred Zone

Land identified as being suitable for directing growth and development can be included in either the Township Zone, General Residential Zone or Neighbourhood Residential Zone. There is no bushfire factor driving which of these zones is applied.

Rural Living Zone (RLZ) to Low Density Residential Zone (LDRZ)

Large parts of the Study Area are within the RLZ. These areas, located in Landscape type 3, generally west of Ballarat-Maryborough Road, have an elevated landscape risk and are not recommended for growth and development. This includes for more intense development that may arise by applying the LDRZ.

The LDRZ will not afford passive approaches to securing low-fuel outcomes, and community wide approaches are problematic where land is already fragmented and coordination of change is difficult. Once land is fragmented, it can mean that individual development sites rely on adjoining land developing to create safe communities, however there can be no certainty this would occur in a reasonable timeframe or at all.

On balance, it is considered that land to the west of Ballarat-Maryborough Road is not a preferred location for growth or development enabled by a planning scheme amendment and proposals to increase the intensity of these areas through the LDRZ should be avoided.

The proposed identification of land to the west of Ballarat-Maryborough Road in the Structure Plan as needing to avoid the introduction of additional bushfire hazards should support the exercise of discretion if planning permits are sought for development. This may require bushfire vegetation requirements to be applied, which would be advantageous to Talbot as a whole but also to people living in the rural living areas.

6.4 Conclusion

Directing development and growth to land generally located east of Ballarat – Maryborough Road is consistent with the bushfire policies and directions contained in the planning scheme. This can comply with *c.13.02-1S Bushfire Planning* when combined with bushfire mitigation being included into the Structure Plan and subsequent planning scheme amendment.

Recommendations in this report are intended to reiterate the bushfire requirements that should be integrated into the Structure Plan and future decisions. These should operate in the planning scheme as local content.

7. Recommendations

Based on the assessments contained in this report, the following recommendations should be accommodated in updated strategic planning and planning scheme content for Talbot.

Recommendation 1: Direct development to lower risk locations

New subdivisions to enable growth should be directed to land east of Ballarat-Maryborough Road, as generally described as Landscape type 2 areas and shown on Figure 7A.

Recommendation 2: Interfaces with a bushfire hazard

New subdivisions (building envelopes) be set back from bushfire hazards for a distance no less than that required to ensure exposure is less than 12.5kw of radiant heat. This equates to Column A in Table 2 to *c53.02 Bushfire* in the planning scheme. For strategic planning purposes, the following setbacks can be used:

- A minimum 19m from grassland assessed vegetation.
- A minimum 33m from forest assessed vegetation.
- A minimum 48m from forest assessed vegetation.

Constructed (perimeter) roads can be used as part of the above setbacks.

A bushfire hazard site assessment should be prepared for development enabled by the Structure Plan to confirm vegetation type, slope and final setbacks.

Recommendation 3: Vegetation in completed development

c53.02 Bushfire Planning, Table 6 Vegetation management requirements should be applied to new lots for Accommodation which are larger than 1,200sq.m. Alternative hazard management approaches can be developed to the satisfaction of the relevant fire authority in conjunction with future planning.

Notes:

As a result of Recommendations 2 and 3, the Structure Plan can demonstrate that development is exposed to less than 12.5kw/sq.m of radiant heat and a construction standard of no more than BAL:12.5 will arise.

Bushfire vegetation management requirements are shown on Figure 7C.

Recommendation 4: Perimeter roads

Development should be separated from permanent hazards by perimeter roads on grassland interfaces.

Note:

Hazard interface treatments are indicatively shown on Figure 7B.

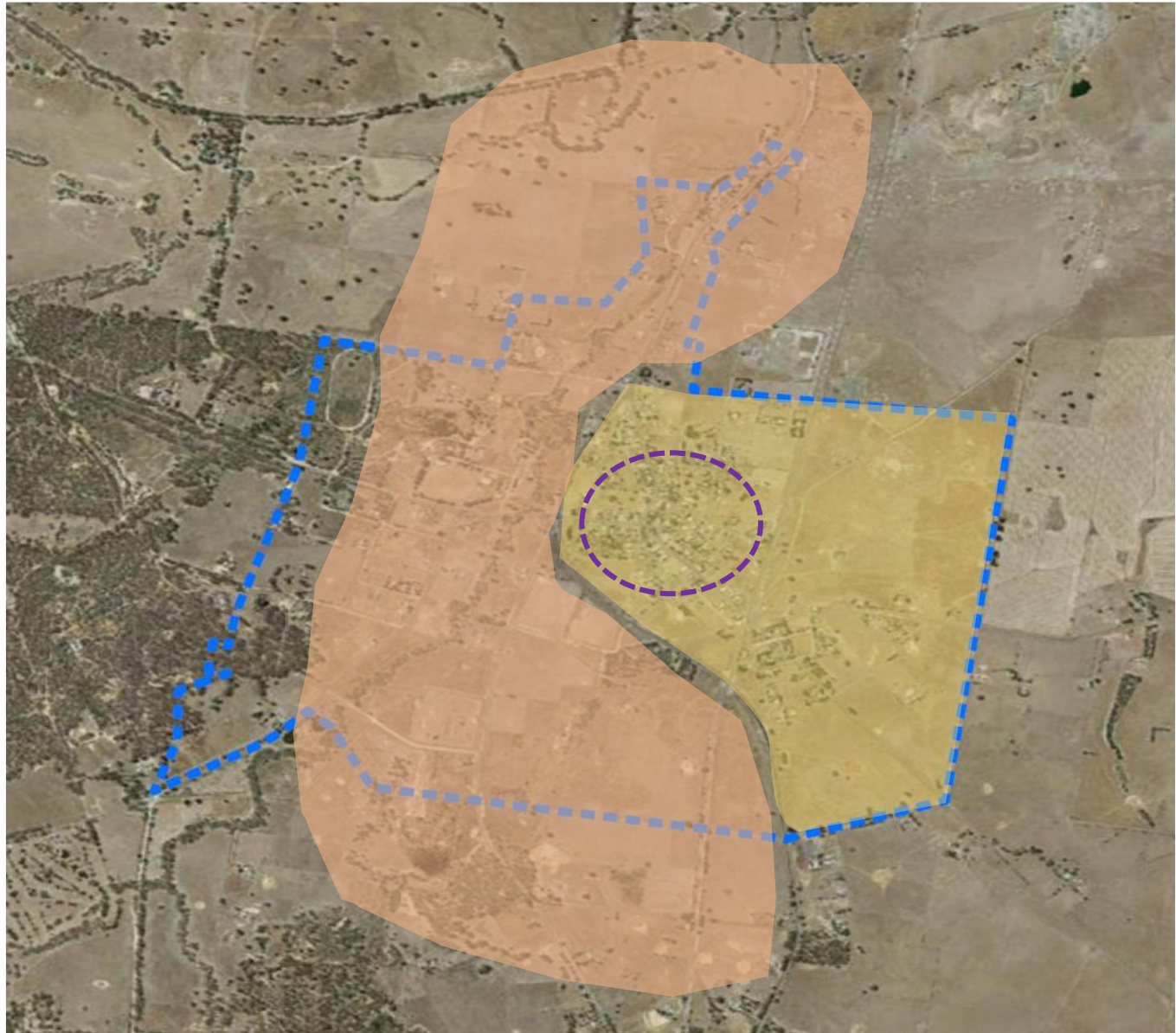
Recommendation 5: Recognising lower fuel areas in planning decision making


The Structure Plan should spatially include existing low fuel areas in the core of Talbot and areas to the west of Ballarat-Maryborough Road as being lower fuel, emphasising the need for these not to be compromised over time based on the protective benefit they provide to Talbot and areas where growth and development are recommended to be directed in this report.


Recommendation 6: Planning scheme controls

The recommendations in this report should form part of the planning scheme, within the Structure Plan itself if it is to be incorporated into the planning scheme or through local planning scheme content if the Structure Plan is not to be incorporated into the planning scheme.


FIGURE 7A: SPATIAL RECOMMENDATIONS



-  Study Area

-  Landscape type 2

- Direct growth and development subject to planning requirements bushfire protection:
 - Bushfire setbacks for subdivision.
 - Hazard management on new lots larger than 1,200sq.m and where future use is for Accommodation

-  Maintain low fuel areas in the core of Talbot


-  Avoid introducing bushfire hazards

FIGURE 7B: EXPECTED INDICATIVE TREATMENT ON HAZARD INTERFACES: GRASSLAND HAZARDS

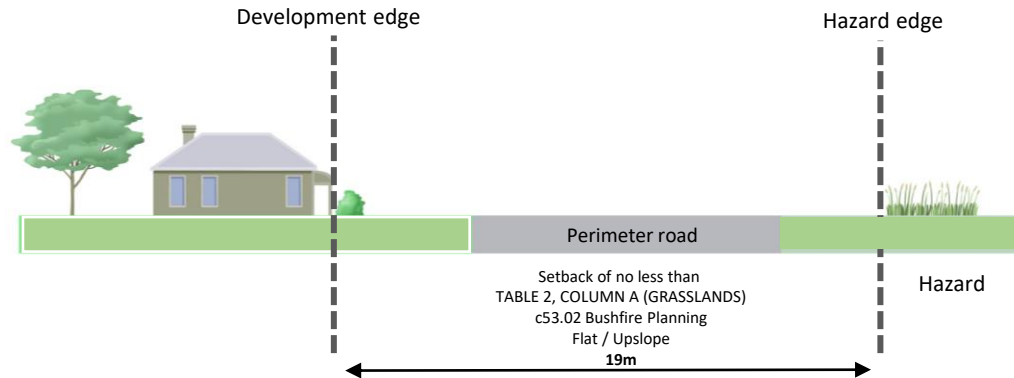


FIGURE 7C: TABLE 6, *c53.02 BUSHFIRE PLANNING* BUSHFIRE VEGETATION MANAGEMENT STANDARDS (DEFENDABLE SPACE)

- Grass must be short cropped and maintained during the declared fire danger period.
- All leaves and vegetation debris must be removed at regular intervals during the declared fire danger period.
- Within 10 metres of a building, flammable objects must not be located close to the vulnerable parts of the building.
- Plants greater than 10 centimetres in height must not be placed within 3 metres of a window or glass feature of the building.
- Shrubs must not be located under the canopy of trees.
- Individual and clumps of shrubs must not exceed 5 sq. metres in area and must be separated by at least 5 metres.
- Trees must not overhang or touch any elements of the building.
- The canopy of trees must be separated by at least 5 metres.
- There must be a clearance of at least 2 metres between the lowest tree branches and ground level.

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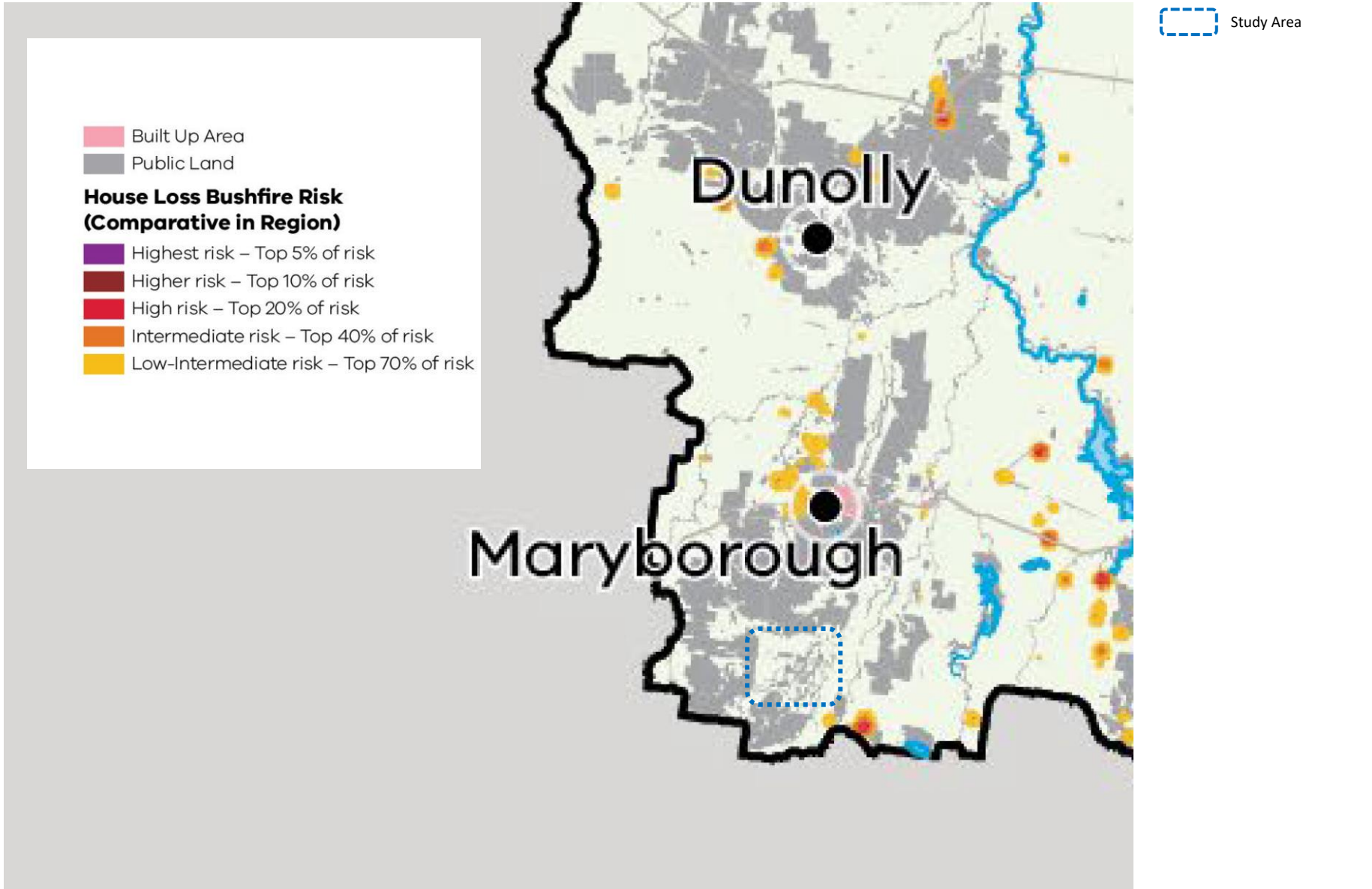
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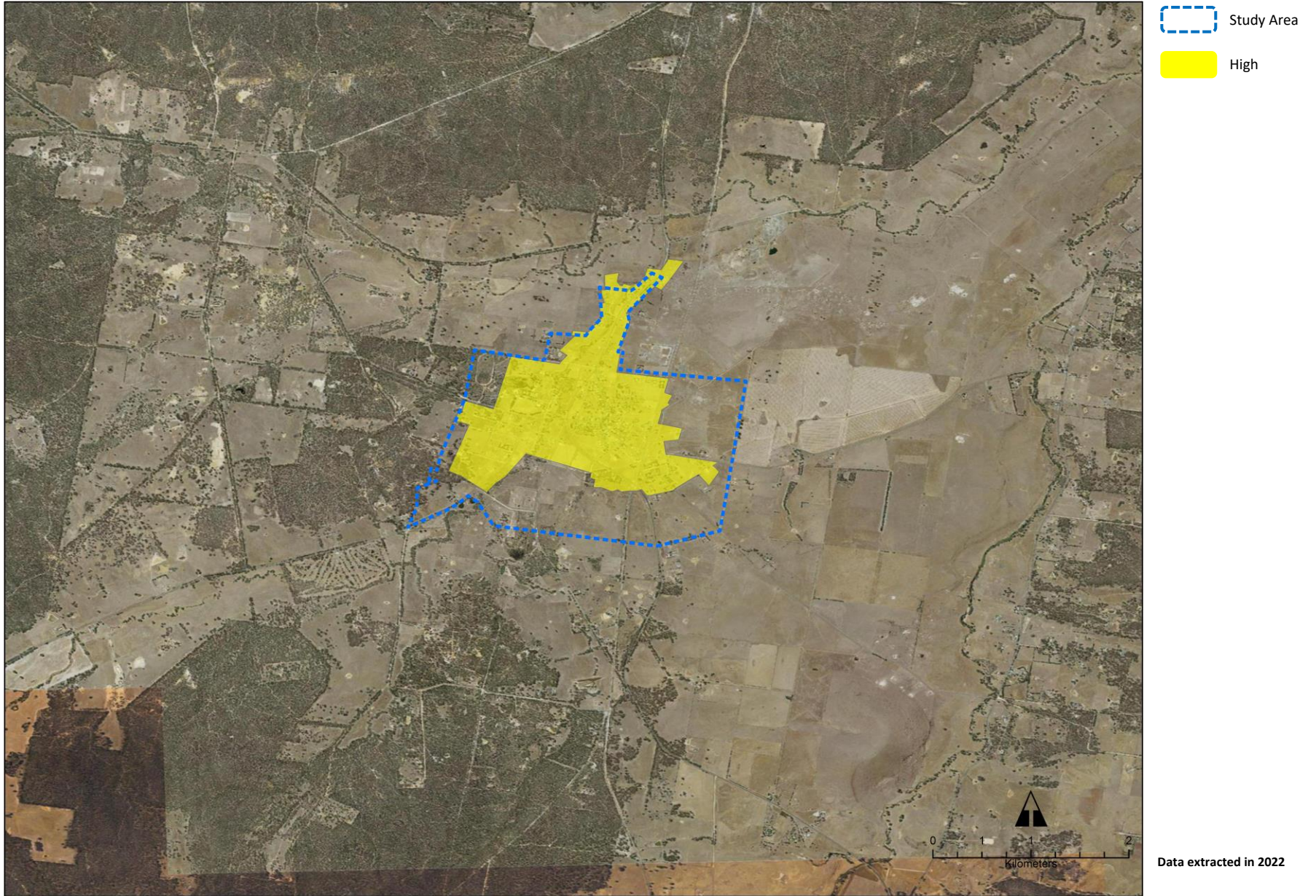
Central Goldfields Planning Scheme

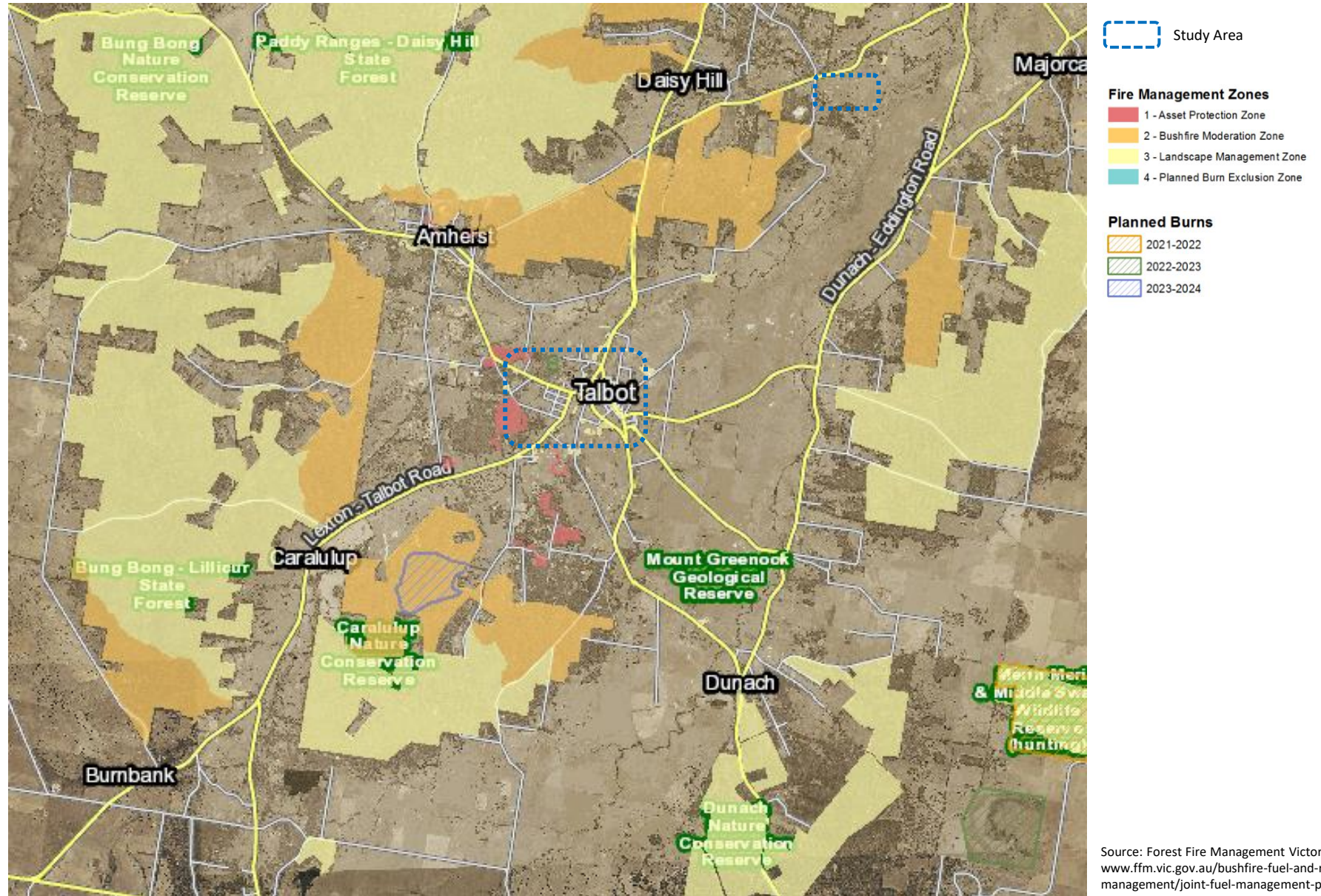
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ATTACHMENT 1 FIGURE A: MODELLED HOUSE LOSS BUSHFIRE RISK (ADAPTED FROM DELWP 2020)

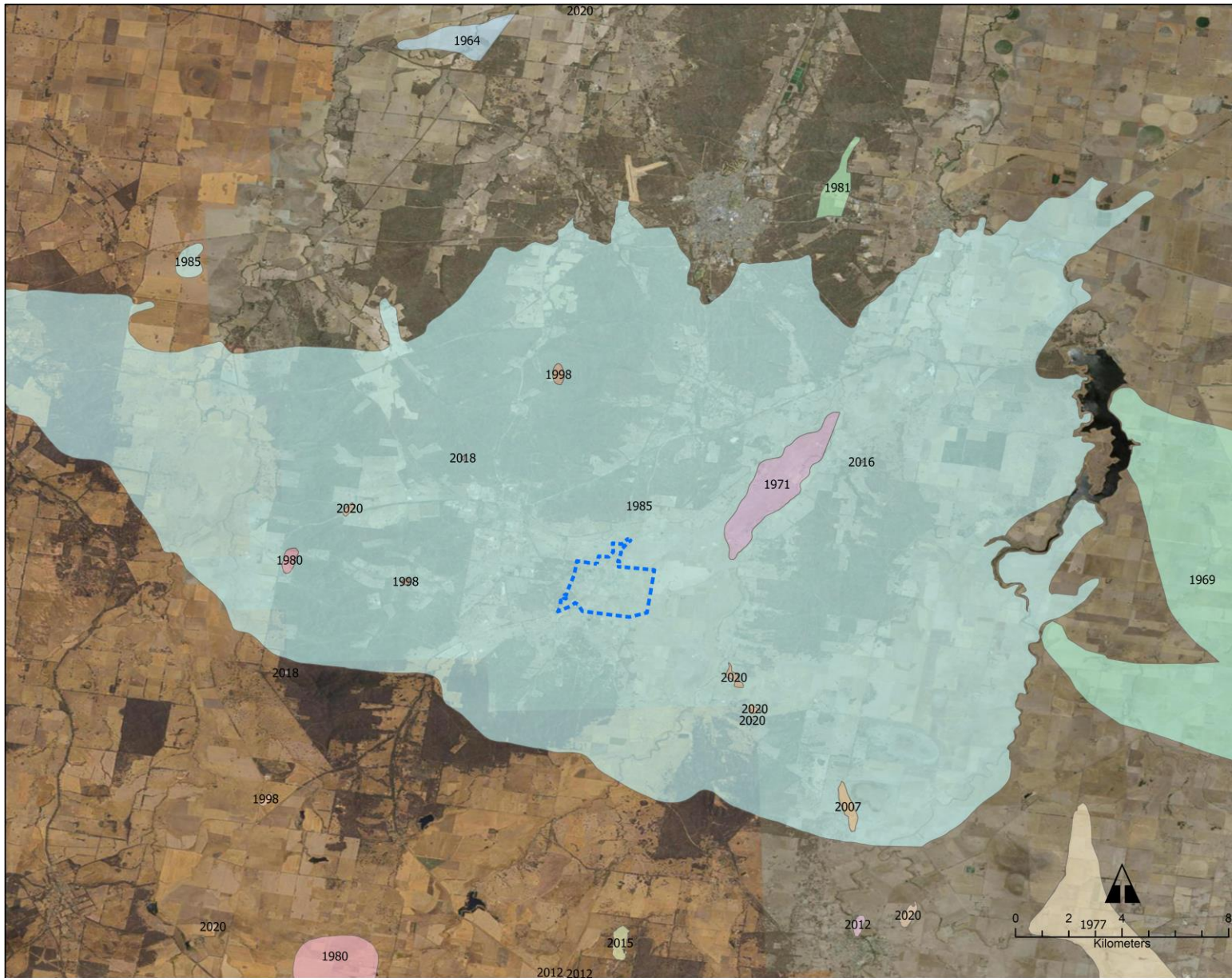


ATTACHMENT 1 FIGURE B: VICTORIAN FIRE RISK REGISTER HUMAN SETTLEMENT





ATTACHMENT 1 FIGURE D: BUSHFIRE HISTORY



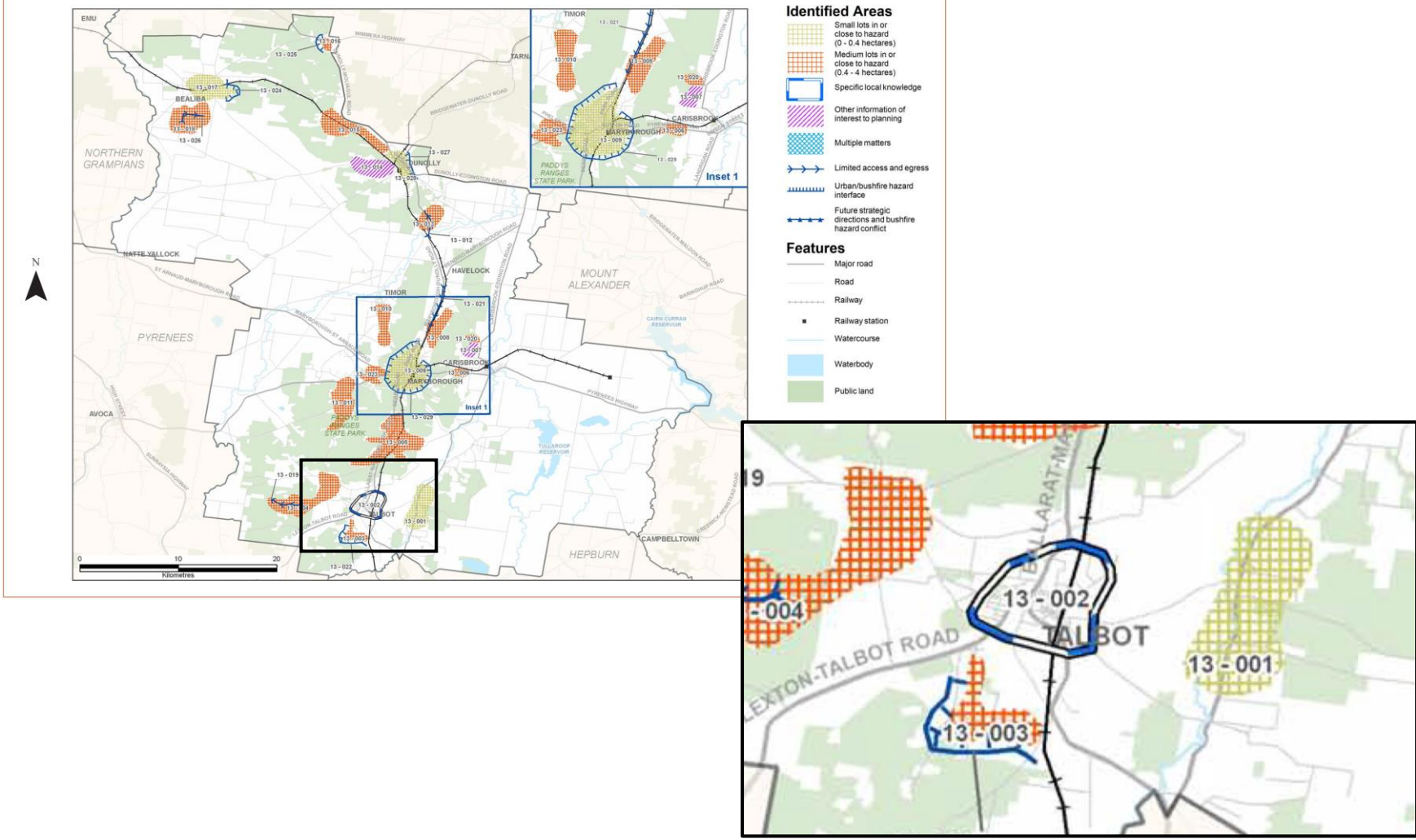
 Study Area

Bushfire shown in blue was in 1985

Data extracted in 2022

ATTACHMENT 1 FIGURE E: REGIONAL BUSHFIRE PLANNING ASSESSMENT LODDON MALLEE (DPCD)

CENTRAL GOLDFIELDS MUNICIPAL MAP



13-002	Talbot	Grassfires are a known bushfire hazard in the Talbot area.
13-003	Talbot	Cluster of medium rural-residential lots to the south of Talbot township in or in close proximity to bushfire hazard area.

Source: DPCD 2012

END OF DOCUMENT



8.8.5

TALBOT STRUCTURE PLAN TECHNICAL ASSESSMENTS

Prepared by **Hansen Partnership**
for **Shire of Central Goldfields**

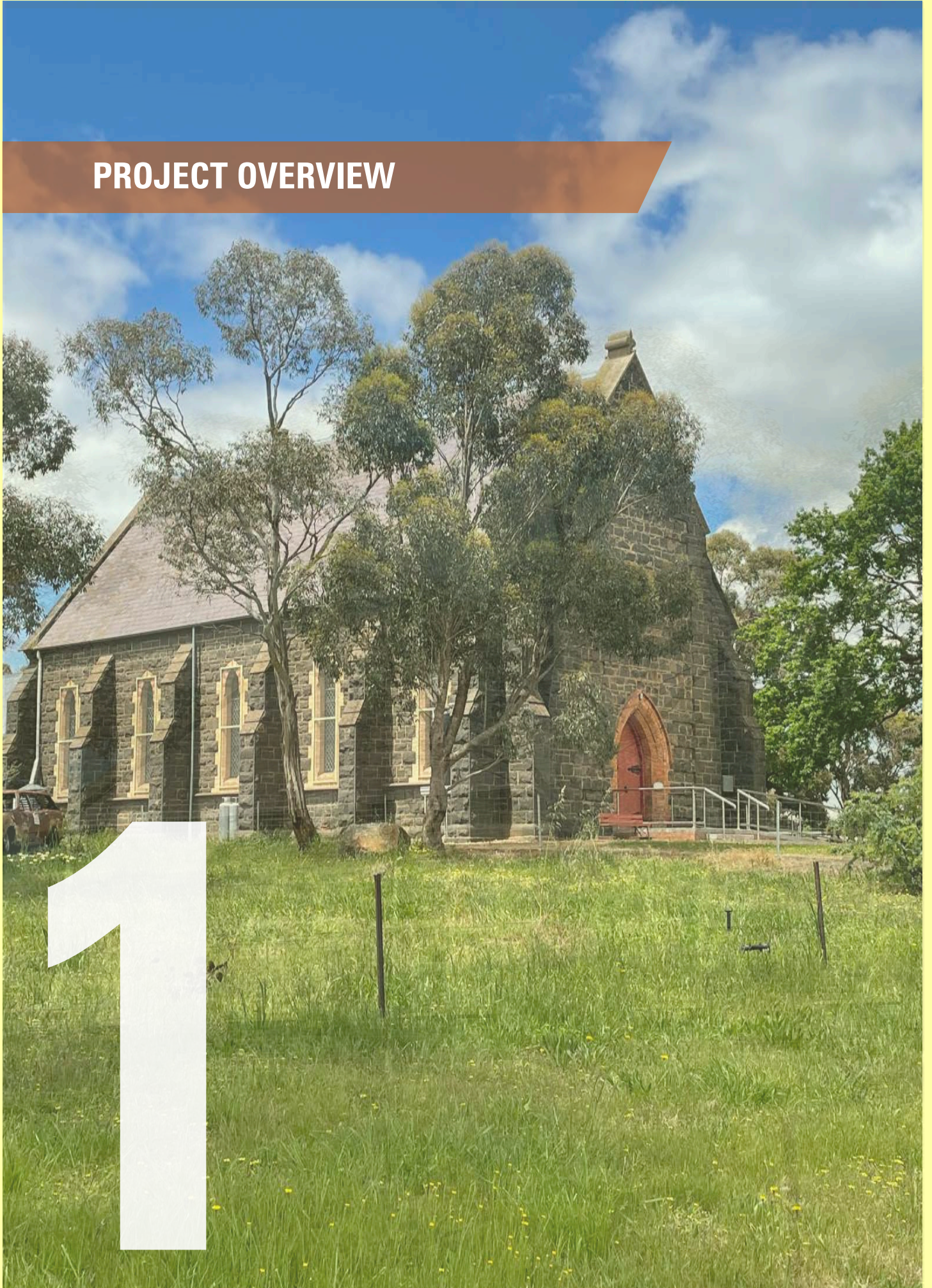
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PROJECT OVERVIEW



Introduction

Central Goldfields Shire Council has engaged Hansen Partnership and their project partners (SGS Planning & Economics and Hello City) to undertake a structure planning process for Talbot. Numerous council strategies and reports have highlighted the provision of sewerage infrastructure to Talbot as a key priority.

However, Talbot is a unique and historic township that has not seen any significant development over the previous decades, and so any proposal that might fundamentally alter the character of the township must be carefully considered.

As such, alongside more technical studies related to the physical and economic parameters for developing a sewerage system for the township, a structure plan is being prepared. The intention and objectives of preparing such a plan is to identify any planned future subdivision and development zones to inform considerations of any sewerage scheme, and to ensure future development is managed in accordance with Council and community objectives for the township.

What is a structure plan?

A Structure Plan is a strategic planning document which has the aim of giving effect to the policies and objectives set out for use and development of land in the Planning Policy Framework to provide effectively for community needs. Structure Plans should provide the framework for the long term development of a place by defining the preferred nature of future growth and how this growth will be managed. Structure Plans will guide the major change to land use, built form and public spaces that together can achieve social economic and environmental objectives for a place.

A coordinated plan allows a wide range of stakeholders, service authorities, State government departments and internal Central Goldfields internal departments to all 'read from the same page' to produce a coherent outcome and certainty for both residents and the Council, as the Responsible Authority.

A Structure Plan also provides the framework for statutory planning controls which will be implemented through the Central Goldfields Planning Scheme. Structure Plans are informed by extensive public consultation and discussion. While everyone may not agree on every aspect of the plan, it should reflect broad community consensus.

How will the Talbot Structure Plan be prepared?

This document is one of three key outputs that essentially form the basis for considering options for the township's development. These three outputs are:

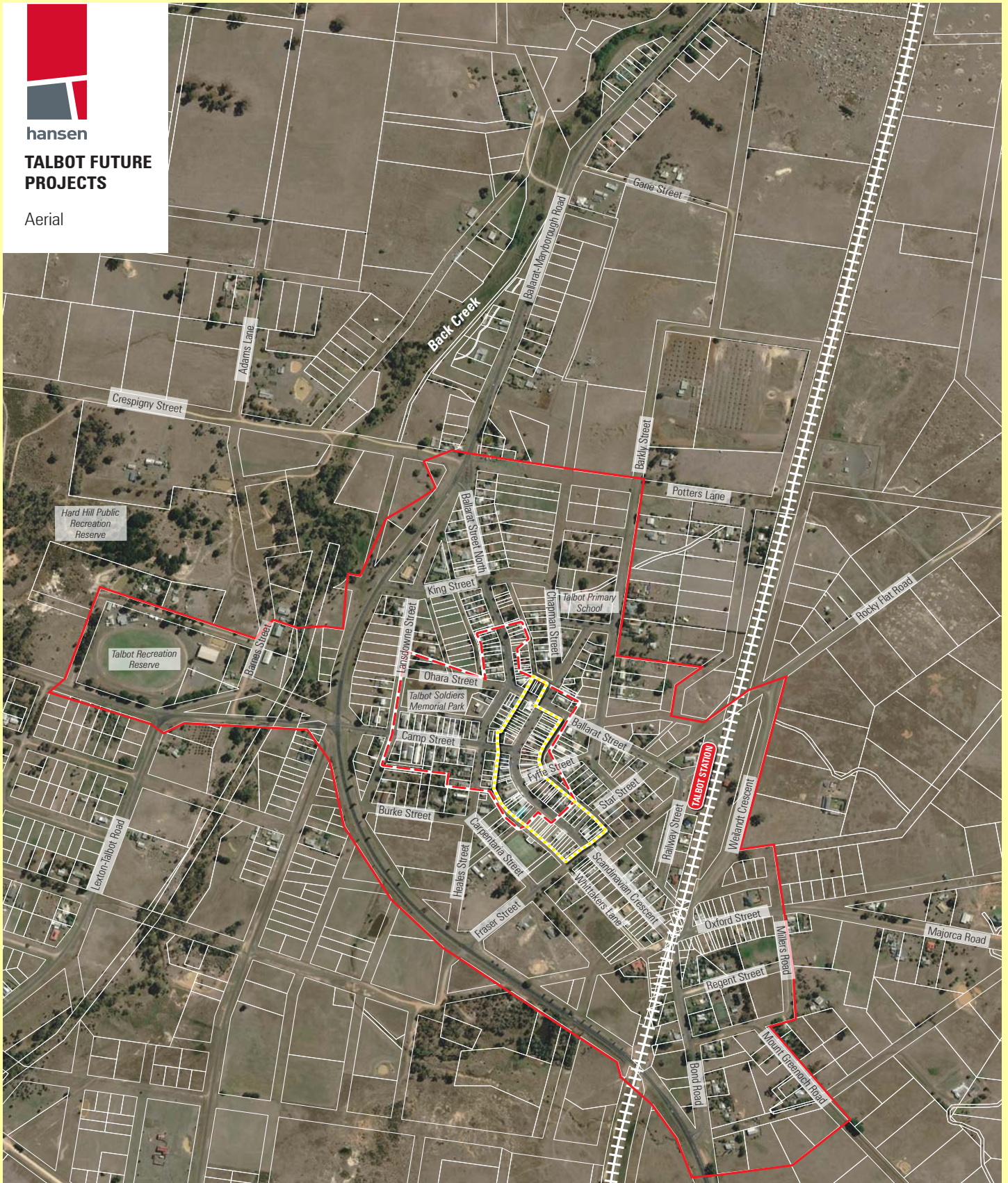
- The Talbot Technical Assessments (this document, prepared by Hansen partnership): this essentially documents the existing conditions which will inform any plan, including the physical and policy context. This covers everything from climate risks to heritage to development capacity,
- Talbot demographic and growth assessment: prepared by SGS Planning & Economics, this document looks at all the factors which have influenced growth in Talbot in the past, and what might influence growth in the future. It provides growth scenarios which can help understand how much land may be required for development should the town be sewerred
- Talbot Futures community engagement: the thoughts and knowledge of the Talbot community are the other key input to this project. While the existing community plan will be reviewed it's important to zoom in on the communities understanding of place (through the walking audit) and to confirm what values the team will need to ensure are protected should the township grow. Hello City who are highly experienced in working with communities to establish their priorities.

Following this first stage of work in understanding Talbot, the team will start to develop some options for how and where the town might grow. These will be refined and considered alongside the vision for Talbot that will start to emerge from the first stages of the project. These will be documented and will be available for the community and other stakeholders to review and confirm prior to the structure plan being prepared.

Once the vision and preferred growth scenarios have been finalised, the team will work to flesh out the structure plan. This will guide not only the controls which apply to private land (through the Central Goldfields Planning Scheme) but also provide a holistic understanding of where council and investment for other partners is needed to support preferred growth scenarios.

The study area

The Talbot locality is much wider than just the core township area. The structure plan will be focussed primarily on the area zoned Township Zone under planning policy. It will however, consider land immediately around the township, and connections to key sites such as the Recreation Reserve. However, it is recognised that both from an economic and social perspective who relates to the township is just as important as who lives within township zoned areas. As such, input will be sought from those around this core area, noting many residents live on larger lots outside the township through any engagement processes. The contribution of these residents to the settlements catchment for services and facilities will also be considered, the key study area is shown by the red outline on Figure 1 but the broader area shown is being considered as well.



hansen
TALBOT FUTURE PROJECTS
 Aerial

Legend

- Existing Township Boundary
- Historic Core
- Scandinavian Crescent Precinct



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Figure 1: study area aerial

STRATEGIC CONTEXT



Talbot

Talbot is located approximately 130 kilometres north-west of Melbourne between Maryborough and Clunes. Talbot sits on the Maryborough to Melbourne railway line while the Ballarat to Maryborough Road provides the main access to Talbot, from Maryborough to the north, and Clunes/ Creswick and Ballarat to the south. Talbot is situated within a broadly agricultural and forested public open space landscape setting. Volcanic rises are a significant landscape feature within Talbot’s broader landscape context.

Goldfields were opened in the Talbot district in 1852 and Talbot rapidly grew to become one of Victoria’s most significant gold rush townships. In 1865 Bailliere’s *Victorian Gazetteer* recorded Talbot as having two breweries, a soap and candle works, a hospital, a mechanics’ institute, a county and other courts, 19 hotels, private schools and a National school. While much of this heritage fabric is no longer present Talbot retains an incredibly intact and rich heritage. It is graced with fine civic buildings and charming cottages, while the main street of Talbot is amongst the most intact heritage streetscapes in the Goldfields region.

Talbot’s central ‘core’ is centred around Scandinavian Crescent and Camp Street, but the township has no defined commercial or social ‘heart’. Key focal points for commercial and social activity include the London House Café, the adjoining community garden and the market square, where the Talbot Farmers Market is held every month, alongside the Town Hall Market, attracting thousands of visitors. Talbot’s central ‘core’ was laid out before the motor vehicle meaning the urban form is walkable, legible and on a human scale. Talbot’s town square, museum, local pub, book stores, library and train station are all within comfortable walking distance of each other. The Talbot railway station, located on the north-east edge of the township, is within a five-minute walking distance of the central ‘core’.

Most existing urban development within Talbot is located to the east of the Ballarat-Maryborough Road and Back Creek, which runs parallel to the road and separates the main township area from Hard Hill Reserve and the towns Recreation Reserve. The central township area is surrounded by lower density lots in the Rural Living Zone, particularly to the south and west.

There are also numerous vacant lots within the township itself, particularly to the western and northern edges. Except for reticulated sewer, Talbot is currently connected to all urban services. Established vegetation is a key characteristic of the township, including significant trees and several very beautiful and carefully managed private gardens. Existing community facilities are dispersed throughout Talbot rather than clustered and the Talbot Recreation Reserve is located on the west side of the Ballarat-Maryborough Road, disconnected from the township.



Market Square



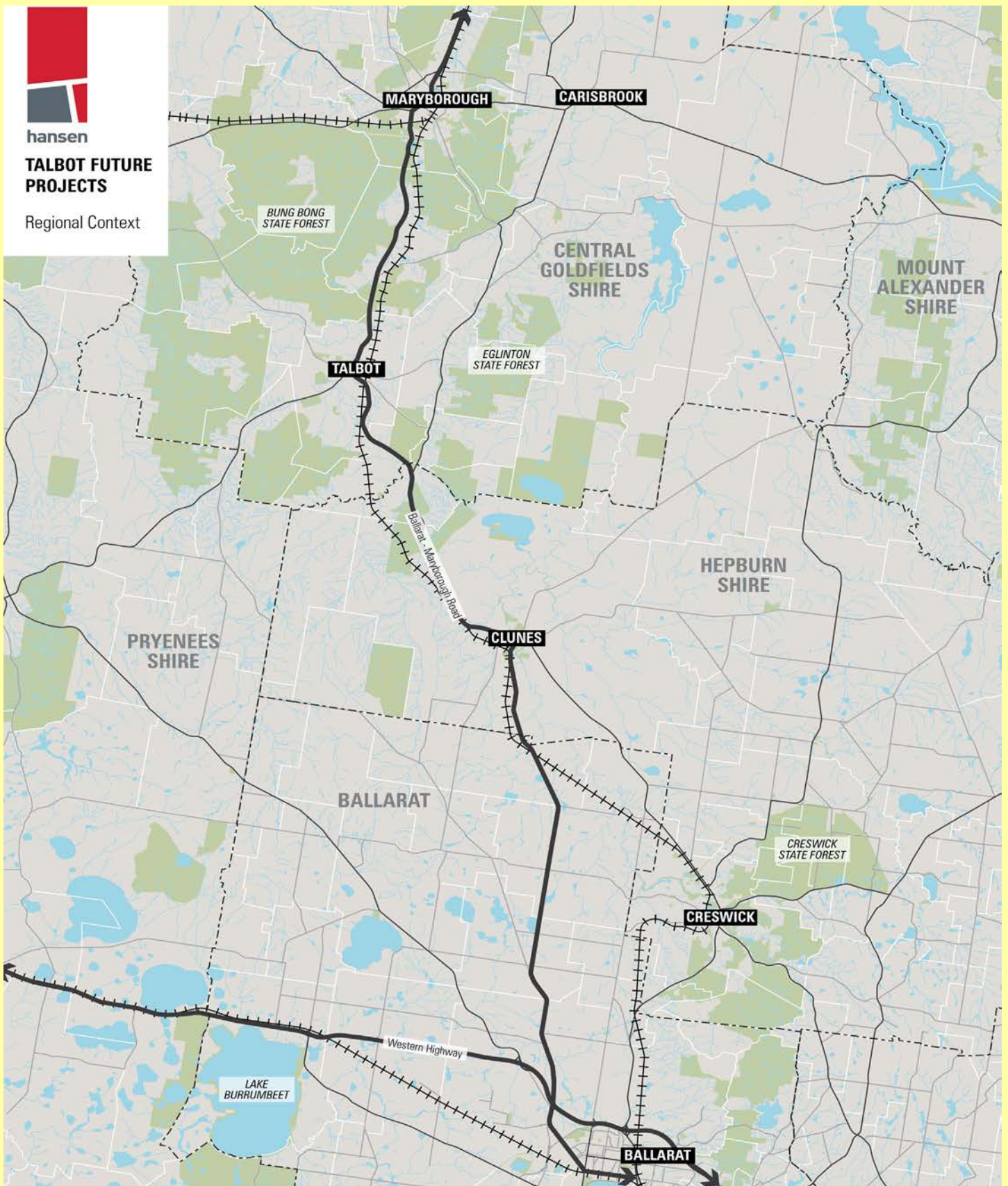
Vacant land within Talbot



Historic observatory



Garden character



Legend

- Municipal Boundary
- Major Regional Roads
- Parks and Recreational Areas
- Suburb Boundary
- Key Arterial Roads
- Waterways / Waterbody
- Trainline
- Regional Roads



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Figure 2: Regional context

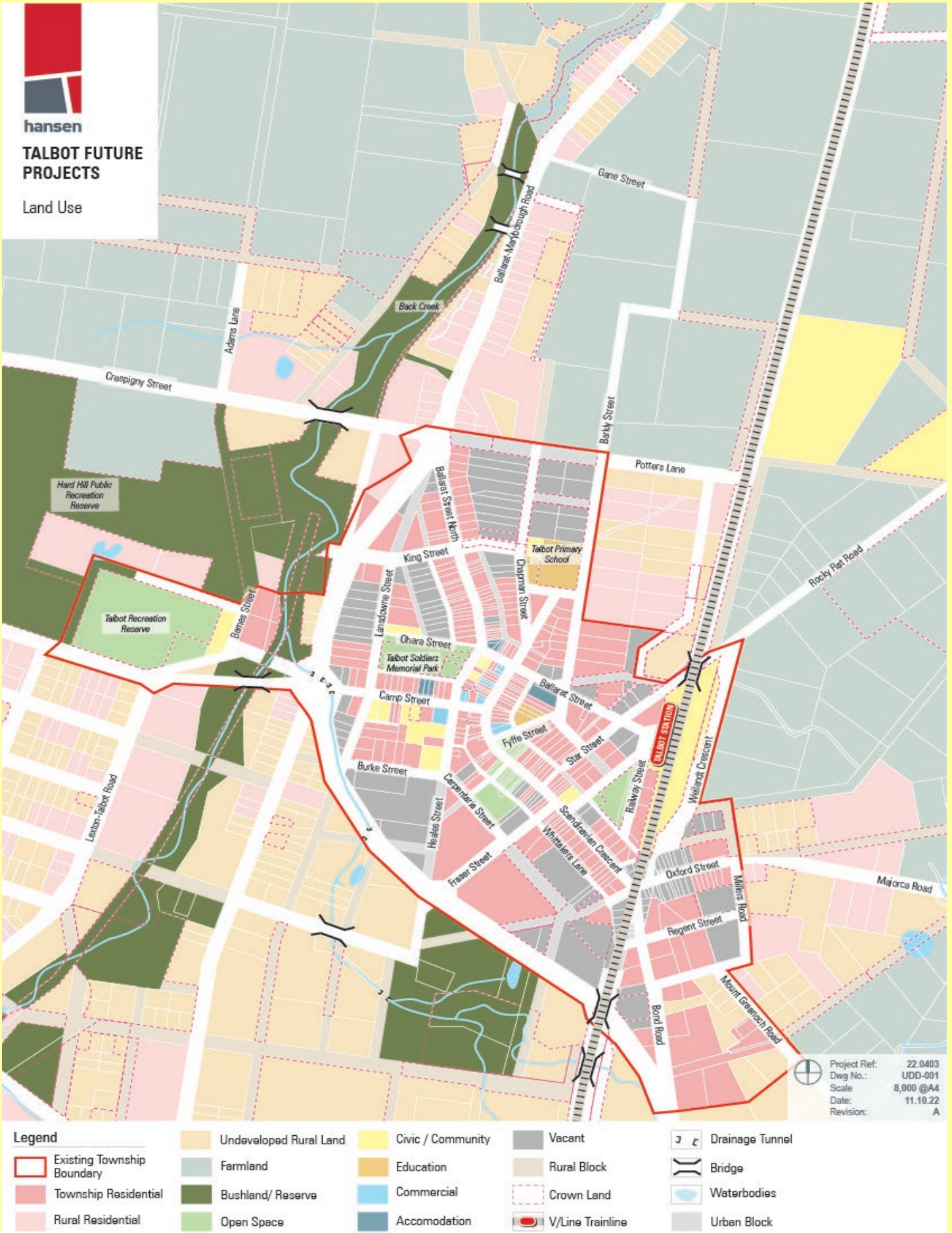


Figure 3: Existing land use

Existing Policy Context

Existing planning policy in Talbot is guided by a range of documents. Key among these are the 2021-2025 Council Plan (which represents the overarching ambitions of the current Council) and the Central Goldfields Planning Scheme, which consists of the Municipal Strategic Statement (the vision and strategic directions), Local Policy (which is used by planners to guide discretionary decisions) as well as Zone and Overlay controls.

Council Plan

The 2021-2025 Council Plan sets out the following Community Vision Statement, which is an articulation of the long-term aspirations of the community for what the community would like the Central Goldfields to be like ten years from now.

"In 2031, we are an inspiring, thriving and prosperous community of choice, we've taken bold steps towards growing our economy and our community is full of optimism and opportunities.

We are kind, connected and inclusive and we nurture creativity, leadership and innovation.

We value and invest in our young people and our health and wellbeing is high.

We live sustainably, cherish and protect our environment and heritage and we have access to outstanding jobs, education, health, community services, infrastructure, and affordable housing".

The 2021-2025 Council Plan details the actions that Council will take to help achieve this vision. Some of those actions pertain to / influence land use and development directions, including:

- Support improved health and wellbeing outcomes guided by the priorities of the Municipal Public Health and Wellbeing Plan.
- Increase the quality and number of walking and cycling paths and trails.
- Advocate for affordable and suitable housing to meet community needs.
- Build community resilience to the impact of climate change by facilitating a collaborative approach to climate action, in partnership with the community.
- Support a diversity of housing stock.
- Support the provision of affordable housing.
- Improve and maintain our townships 'high streets' to be attractive, engaging, inclusive and safe.

- Provide and maintain open spaces, parks, green spaces, playgrounds and reserves.
- Increase natural shade in open and key public spaces.
- Increase the quality and number of walking and cycling paths and trails.
- Beautify and maintain open spaces and places, encouraging pride of place.
- Plan for age friendly infrastructure such as footpaths, seating with a focus on main streets, near schools, aged care facilities, key services and high pedestrian routes.
- Actively plan and seek funding opportunities to develop infrastructure including recreation facilities and incorporate CPTED (crime prevention through environmental design) principles to meet community needs.
- Plan for growth that is low impact and sensitive to Central Goldfields heritage.
- Protect, maintain, and preserve cultural and heritage assets.

The development of a Structure Plan for Talbot can strongly assist in the implementation of such actions.

Central Goldfields Planning Scheme Summary

The full complement of relevant local policy directions from within the Central Goldfields Planning Scheme can be found at Appendix 1. The relevant local policy directions can be summarised in the following key aspirations guiding the townships' future:

- Protect Talbot's established identity, which is significantly defined by its heritage character including:
 - Scandinavian Crescent and Camp Street; and
 - The townships' historic urban form, heritage buildings and streetscapes.
- Implement a range of liveability, infrastructure and urban design initiatives to make Talbot a great place to live.
- Ensure Talbot continues to meet the mainly day to day convenience shopping needs of residents.
- Encourage a more compact urban form, including through the development of infill lots that are suitable for development.

- Support the provision of low density and rural living opportunities around the periphery of Talbot where they do not conflict with environmental and agricultural objectives and where infrastructure can be supplied in a cost-effective way.
- Ensure that future growth and development does not detrimentally impact upon the districts’ volcanic rises.
- Support investment in and diversification of Talbot’s economy including through emerging and potential growth sectors such as tourism (particularly near heritage places and natural environments), renewable energy, resource recovery and other green industries, new manufacturing and food processing industries, and flexible zoning provisions.

Zones and Overlays

A range of Zone and Overlay controls already affect the township (see Figures 5 and 6). These are also outlined in more detail at Appendix 1.

However, in planning for the future existing zone and overlay controls are perhaps of less relevance than the key directions local policy and the aspirations of the community, as this Structure Plan is likely to lead to changes to both existing zone and overlay controls.

That said, some existing planning overlays will have a more significant influence on future planning for the township, in particular overlays associated with fire, erosion, inundation and salinity management will need to be carefully considered in determining appropriate areas for growth.

The Heritage Overlay will also impact on the potential for growth and development within parts of the township, including potentially influencing future built form.



Figure 4: Existing Talbot Structure Plan

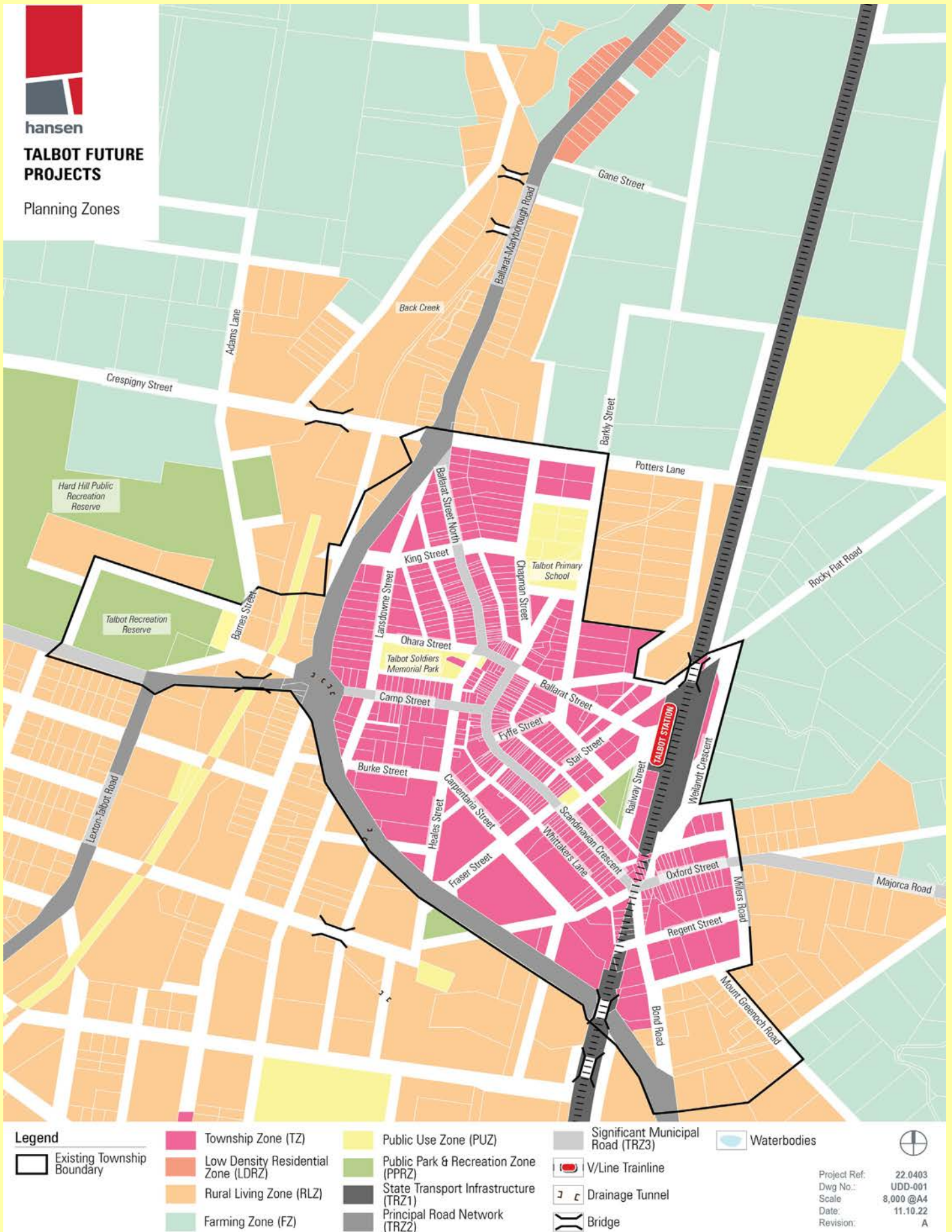


Figure 5: Existing Zoning

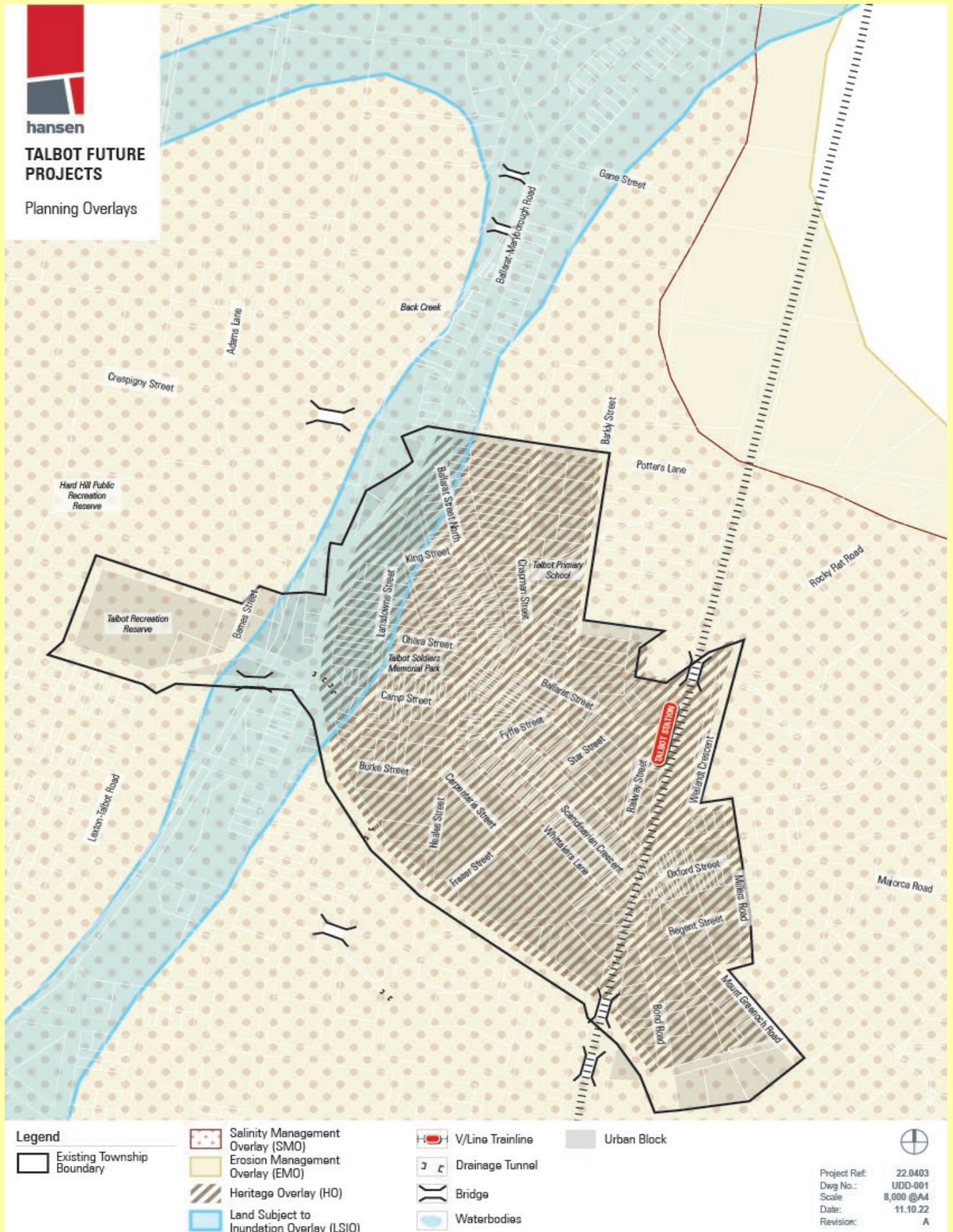


Figure 6: Existing Overlays

Other Strategic Documents

Regional Documents

Loddon Mallee South Regional Growth Plan

The strategic land use plan for the Loddon Mallee South region, to guide growth and change for the next 30 years (see Figure X opposite). The plan covers the local government areas of the Central Goldfields Shire, the City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire. The Central Highlands Regional Growth Plan provides broad direction for regional land use and development in the region and more detailed planning frameworks for key regional centres.

Talbot is identified as a ‘small town’ in the Regional Growth Plan and future directions for such small towns include:

- Support the ongoing role of the region’s small towns and settlements.
- Invest in liveability, infrastructure and urban design initiatives to make the region’s small towns great places to live.
- Support the sustainability of small towns through investment and diversification of their economies and appropriate flexible zoning provisions.

In relation to Talbot, the Plan includes a future regional land use settlement action to “investigate the sewerage of some townships, including Talbot and Newbridge”.

Loddon Mallee Climate Ready Plan

The Plan prioritises climate change actions to be taken at the regional level that centre on the needs people most disproportionately impacted by climate change. Amongst other matters the Plan encourages alternative housing models (especially for the most disproportionately impacted) that better protect from the impacts of climate change.

The plan suggests the need to:

- Create climate ready guidelines for developers and incentives for new builds to be more climate resilient
- Encourage green space such as green roofs and walls in our cities and towns
- Investigate innovative water systems such as rainwater harvest through porous surfaces
- Increase community resilience to disaster through microgrids with energy storage
- Create more walking, cycling and electric vehicle transport infrastructure
- Upgrading affordable public transport between towns to include more sustainable and frequent bus and train services

- Support regional councils to update, repurpose and retire outdated community infrastructure
- Support climate ready planting to provide urban cooling and connect residents with community spaces
- Establish programs that support the development and linking of native flora and fauna wildlife corridors and refugia on both public and private land
- Prioritise permanent protection of areas that serve as native wildlife corridors
- Build and support programs that aim to create permanent bio links around wetlands and along natural watercourses
- Plan for and build more green-blue infrastructure in urban developments that support native flora and fauna populations

North Central Regional Catchment Strategy 2021 - 2027

The overarching strategy for land, water and biodiversity management within the north central region. The Strategy provides a roadmap for all stakeholders to care for the regions’ catchments over the next six years. Identifies Talbot as falling within the “Western Goldfields” local area.

There are no core catchment assets located in proximity to Talbot. Talbot does however, sit in the broader Maryborough - Paddy Ranges region which has been identified as a Key Area for action on Biodiversity as part of climate change responses.

The Regional Catchment Strategy is also a key source, along with the Dja Dja Wurrung Country Plan, for the documented cultural Values of the land on which Talbot has developed.

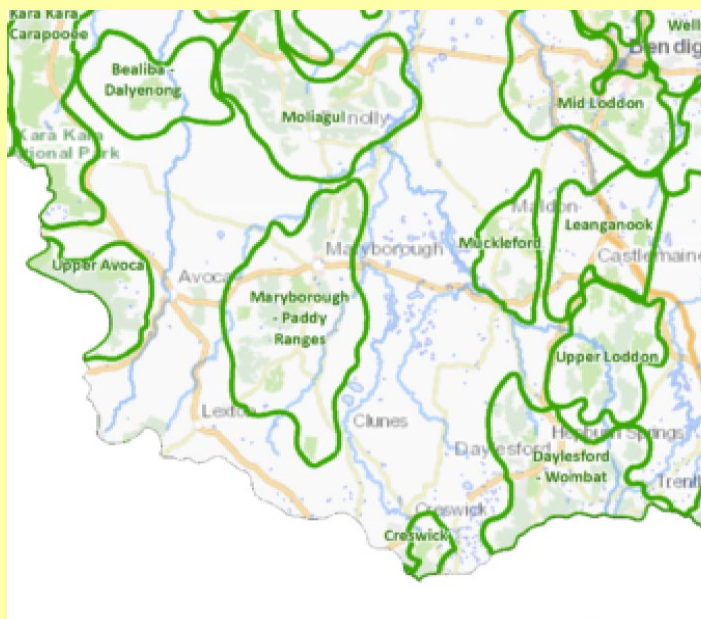


Figure 7: Regional Catchment Strategy Biodiversity Assets

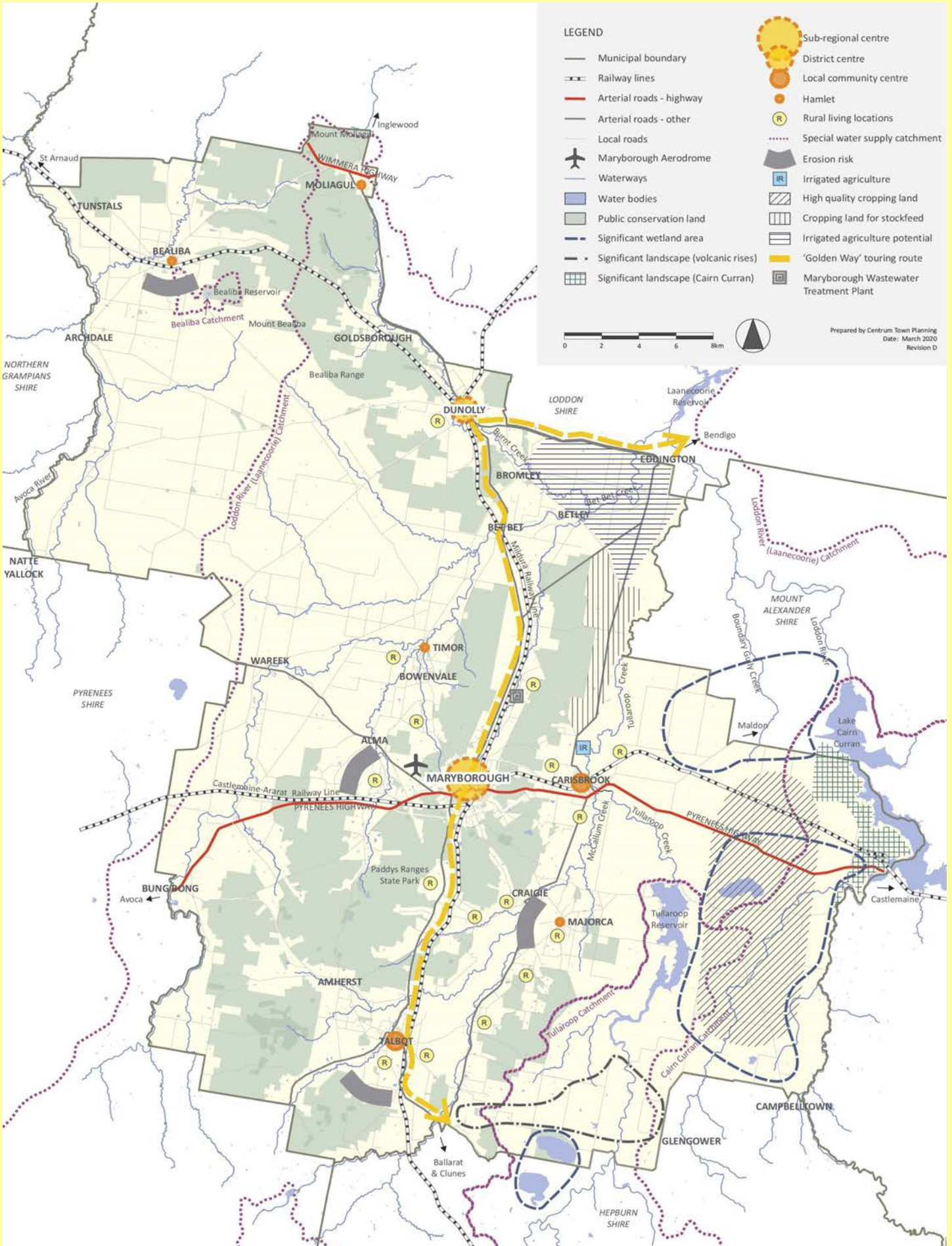


Figure 8: Regional Growth Plan

Municipal Documents

Central Goldfields Shire Community Vision 2031

Under the Victorian Local Government Act 2020, all councils across Victoria are required to prepare a ten-year Community Vision using deliberative engagement practices. The Community Vision frames the long-term aspirations of the community.

Talbot & District Community Plan 2030

Sets out the communities' vision for Talbot for the next 10 years and the key actions through which the vision will be realised. Key actions include (amongst others) actions pertaining to economy, natural environment, built environment. The development of the Structure Plan should be cognisant of, and where feasible seek to give effect to, the relevant key actions detailed in the Community Plan. Where relevant, these are referenced within the Technical Assessments. Of key relevance to this project are the following:

Key aspirations of the community expressed in that document will need to be tested and confirmed through this process where they are relevant to spatial planning, and are noted in relevant sections, but the overarching ambitions are that Talbot will have / be:

- sewerage
- a growing and sustainable population / well-attended primary school and pre-school /
- well maintained and protected
- heritage and community buildings
- a vibrant economy
- access to local health and wellbeing services
- an arts and culture precinct

Central Goldfields Shire Council Plan 2021–2025

The Council Plan is the key strategic document that guides Council decision-making and resource allocation over the next four years and provides strategic direction for the delivery of the Central Goldfields Community Vision. Sets out a series of strategic priorities and associated actions by which Council seeks to deliver the vision. It includes strategic priorities and actions that are relevant to the development of a Structure Plan. Of key relevance to this project are the following:

- Advocate for the Ballarat – Maryborough Growth Corridor to drive prosperity (population growth and investment) into Central Goldfields Shire (*Talbot is located within this corridor*)

- Promote World Heritage Listing of the Central Victorian Goldfields (*would suggest that protection of Talbot's heritage building stock will be of increased importance*)

In considering how 'places' within the Shire develop the following aspirations of the Council Plan are of relevance to this project:

- Improve and maintain our townships 'high streets' to be attractive, engaging, inclusive and safe.
- Provide and maintain open spaces, parks, green spaces, playgrounds and reserves. / Beautify and maintain open spaces and places, encouraging pride of place. Increase natural shade in open and key public spaces.
- Increase the quality and number of walking and cycling paths and trails. / Plan for age friendly infrastructure such as footpaths, seating with a focus on main streets, near schools, aged care facilities, key services and high pedestrian routes.
- Utilise planning process to facilitate/encourage appropriate development.
- Plan for growth that is low impact and sensitive to Central Goldfields heritage. / Protect, maintain, and preserve cultural and heritage assets.
- Partner with Council's to advocate to UNESCO World Heritage Listing for the Central Victorian Goldfields Region.
- Provide diverse waste collection and recovery points.

Central Goldfields Shire Population, Housing and Residential Strategy 2020

This strategy reviewed population trends and population forecasts for the Shire, estimated likely future housing requirements, assessed the adequacy of the Shire's supply of zoned residential land to meet future housing requirements, reviewed the current planning framework for future residential development and identified the key residential planning issues that Council will need to address going forward. In relation to Talbot, the Strategy contains the following relevant recommendations:

- Not designate additional land or support any proposal for rezoning additional land for housing (Recommendation 21).
- Explore options for cost-effective waste-water management technologies that might enable further residential development. (Recommendation 24)
- Until such time as a wastewater treatment solution is obtained, take no action to vary the existing zoning in and potential residential land supply. (Recommendation 25)

Central Goldfields Shire Council Integrated Transport Strategy 2020 - 2030

Sets out a strategy to address the challenges and opportunities that the Shire’s transport network currently faces, with a view to ensuring the network helps to achieve Council’s overall vision for the Shire ‘to be a vibrant, thriving and inclusive community’. Through the implementation of this Strategy, Council aims to provide greater transport choice to our community by making low-cost and healthy transport options safer and more desirable. Key recommendations for Talbot are included in the relevant Technical Assessment.

Central Goldfields Shire Walking And Cycling Strategy 2017-2026

Provides a strategic framework to guide Council in relation to walking and cycling opportunities such as paths / trails, infrastructure, events, programs and services for the next ten years. The aim of the strategy is to ensure that the Central Goldfields Shire is best positioned to create a walking and cycling friendly community, within its resource capacities.

The Strategy contains a Small Towns Trail Framework (applicable to Talbot) which details recommended paths / trails for the township. The aim of the Small Towns Trail Framework is to ensure that walking and cycling become the easy and safe choice for transport for both residents and visitors to the settlement. This is discussed further in the relevant Technical Assessment.

Talbot Urban Design Guidelines Report

The guidelines establish the principles and planning provisions which, when followed, will ensure that new development within the township of Talbot protects and enhances the character of Talbot, in particular its core township heritage precinct. The guidelines are designed to serve as a primary reference guide for future capital works and private investment in Talbot. These are discussed further in the Urban Design Assessment, While their findings should be reflected in the growth planning of the township they will need to be subject to their own implementation program if they have not yet been implemented into the Central Goldfields Planning Scheme.

Active Central Goldfields Recreation and Open Space Strategy 2020 To 2029

Establishes Council’s direction for the provision of high-quality open spaces and sports and recreation facilities with a view to increasing the community’s opportunities to be healthier and more active more often. Includes criteria for assessing any future proposals for land to be used as open space, and strategies and actions for open space provision. The Structure Plan should

provide broad guidance on open space provision that are consistent with the criteria, strategies and actions detailed in the Recreation and Open Space Strategy, discussed further in the relevant Technical Assessment.

Sustainability Action Plan 2012-2020

The Sustainability Action Plan provides a framework for sustainability planning, decision-making and action within the Shire to achieve improved environmental sustainability for the Central Goldfields Shire council and the community. Establishes key priority areas for environmental sustainability action (Energy Security, Transport, Human Water Use, Food Quality and Security, Built Environment and Land Use, Waste Management, Ecosystem Enhancement) and defines outcomes, strategies and targets for each key priority area.

Neighbourhood Safer Places Plan

The 2009 Victorian Bushfires Royal Commission recommended that neighbourhood safer places (NSP’s) be identified and established to provide persons in bushfire affected areas with a place of last resort during a bushfire. This Plan contains guidelines to assist the Council in identifying, designating, establishing, maintaining and decommissioning NSP’s. Under the criteria Talbot’s NSP is likely to be sufficient, even with growth, but is discussed further in the Bushfire Assessment which informs this Structure Plan.

Tree Management Plan 2020-2024

The Tree Management Plan defines Council’s approach to the management of tree assets, sets out priorities for tree programs and works, and is designed to support and complement Council’s focus on a greening approach and achieving urban cooling. The Structure Plan should provide broad guidance on future species selection for streets and open spaces to assist achieve Council’s greening and urban cooling objectives (noting some guidance is provided through both the Urban Design Guidelines report and climate resilience plans.

Positive Ageing Strategy 2021-2026

The aim of this Strategy is to ensure an appropriate Council response when planning, developing and implementing policies, programs and services that address changing needs within the community. Through this Strategy Council seeks to promote positive ageing by becoming an Age Friendly Shire. The Structure Plan will need to ensure its key land use and development directions are consistent with the goals and objectives of the Positive Ageing Strategy.

Central Goldfields Shire Priority Projects Plan

Identifies Council's top priorities for future development and investment. Notes that Talbot is well placed to accommodate some of the renewed regional growth, and to take advantage of economic opportunities, but is currently constrained by a lack of wastewater infrastructure. Accordingly, one of Council's top priorities is *"Detailed design and costings for a sewerage system to connect Talbot to a reticulated sewerage system and Planning Scheme Amendment to implement a Structure Plan to plan for future land use, population and housing growth"*. Also noted that a priority of the current planning process is *"retaining the charm and heritage character that is valued by the Talbot community"*.

Climate Action Plan 2022-2030

Sets out the actions that Council has committed to, to address the impacts of climate change. Details six priority areas for mitigation and adaptation (Education, collaboration, mobilisation, Health and wellbeing, Renewable energy & energy efficiency, Built enviro and transport, Waste and the circular economy, Land and water) and associated actions that Council will undertake in each priority area. Key implications for the Structure Plan are:

- Our energy is renewable, equitable and secure
- Our Council and community transition off natural gas
- Our Council and community adopt energy efficient behaviour and technologies
- Our built environment incorporates environmentally sustainable and resilient design
- Our built environment has more green spaces and canopy cover
- Our transport is low emissions and accessible to all
- Our community has the knowledge and opportunity to recycle right
- Our natural environment and cultural assets are protected, enhanced and enjoyed
- Our water systems are healthy, resilient, and secure
- Our land use industries are adaptive, innovative and sustainable

Economic Development Strategy 2020 - 2025

The Strategy considers the economic and demographic trends and macroeconomic influences that are impacting the local and regional economy, highlights the issues that should be addressed and the opportunities that could be unlocked to achieve positive outcomes for the Shire's economy and community. In relation to Talbot, the Strategy advocates for funding to support investment in reticulated sewerage infrastructure to allow for further investment, development and growth.

Health And Wellbeing Plan 2021–2025

Required under the Public Health Act 2008, this plan sets the strategic intention of Council to undertake a range of actions aimed at improving overall community health and wellbeing. The Plan details six health and wellbeing priorities that Council will work towards over the next four years.

Planning Scheme Review 2020

Documents the findings of a review of the Central Goldfields Planning Scheme, carried out in accordance with Section 12B of the Planning & Environment Act. In relation to Talbot, the Review recommended the implementation of a flood study for Talbot as a high priority action, based upon a 'rapid' flood study that was being pursued by NCCMA in 2020. More details around the flood risk to the township are included in the Climate Change & Environmental Risk Assessment

Tourism & Events Strategy 2020 - 2025

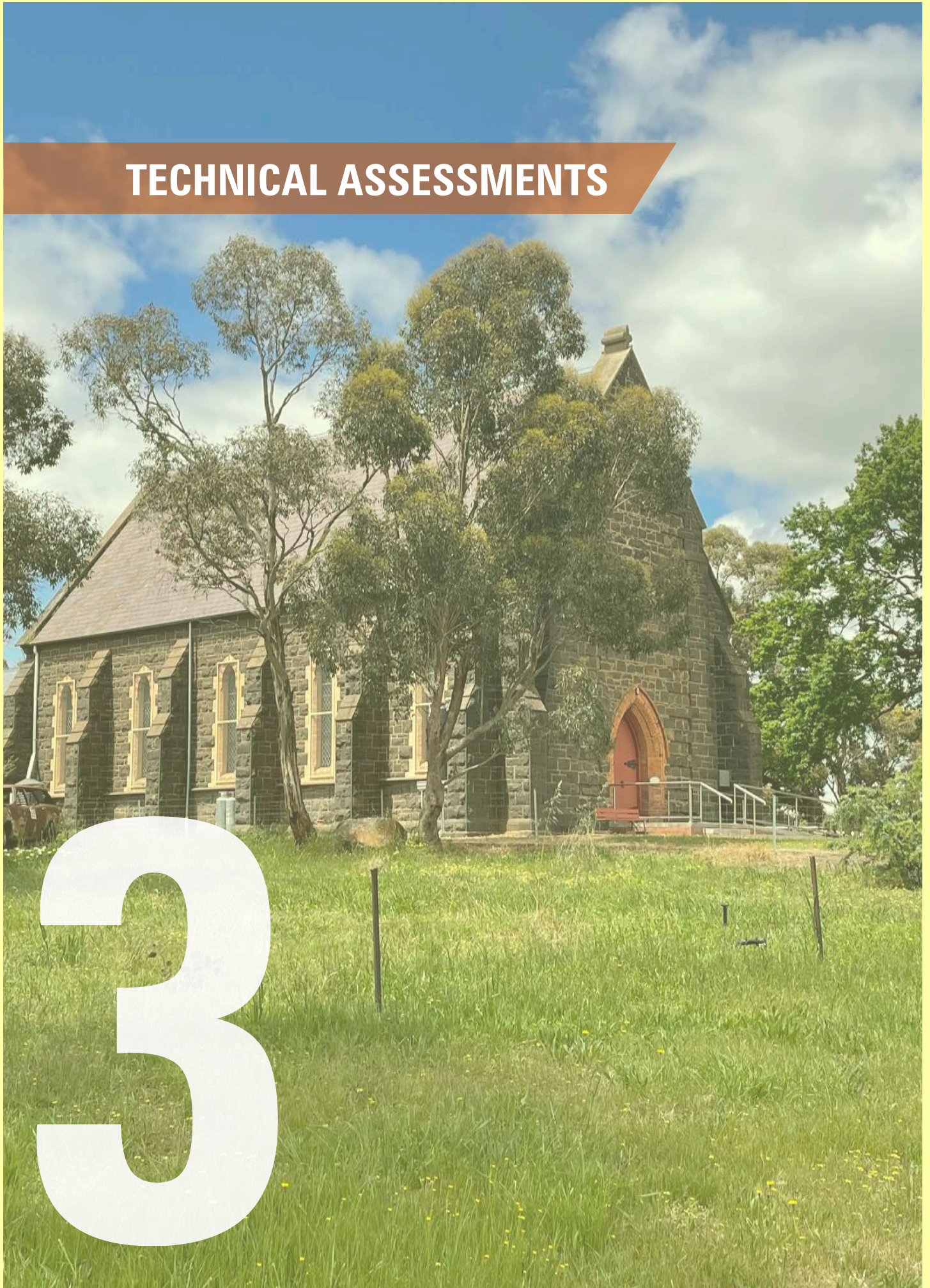
Establishes a vision and action plan aimed at growing the Central Goldfields tourism industry. The Strategy focuses on the existing and potential tourism and product strengths of the region and seeks to address known gaps and barriers to visitor economy growth. Notes that:

- Talbot is currently a leader in terms of "signature food and wine experiences, and
- The Talbot Farmers Market attracts significant visitation year-round and transforms the township during the event.

Township Tree Management Plan And Agreement Central Goldfields Shire Council And Powercor Australia

This plan is a documented agreement between Powercor and Council that outlines the responsibilities, agreed actions and future tree/powerline management for the significant trees, Private trees and other Council Trees within town boundaries, including within Talbot. Amongst other matters, the plan binds Council to only plant trees under/adjacent to powerlines that, at mature height, cannot encroach the clearance space applicable at the time of planting (unless the tree planting is required to maintain an existing Avenue of honour).

TECHNICAL ASSESSMENTS



CLIMATE CHANGE & ENVIRONMENTAL RISK ASSESSMENT

The key impacts that are likely to be felt in Talbot under climate change scenarios revolve around increased heat and bushfire risk, as well as changing patterns of rainfall, and therefore flood risk. There are also likely to be impacts on agriculture, but those are of less relevance to this project.

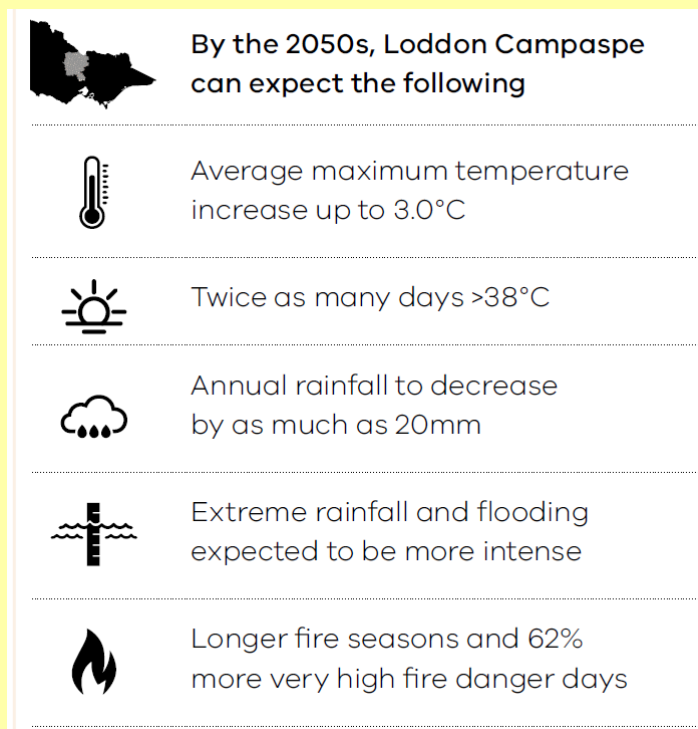


Figure 9: Loddon Mallee Climate Ready Plan

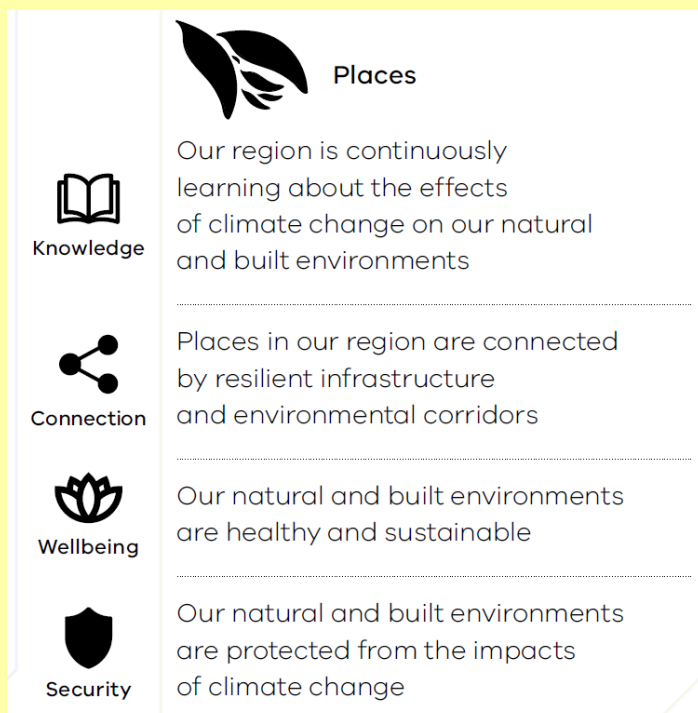


Figure 10: Loddon Mallee Climate Ready Plan - 'place' based objectives

Temperature / Urban Heat

Victoria's climate will continue to warm, with maximum and minimum temperatures increasing over this century. By the 2030s average temperatures in Victoria are projected to increase by between 0.55°C and 1.3°C when compared to 1986 – 2005 (Victoria's Climate Science Report 2019).

The projected increase in average temperatures also translates to an increase in extreme temperatures and more frequent hot days.

Projections show that in the 2050's under high emissions, the 1-in-20-year hottest summer day is likely to increase by a median value of 2.7°C compared to 1986-2005. While the Central Highlands Region experienced 5.2 days per year where the temperature exceeded 35°C degrees, by 2050 under high emissions this is expected to increase to between 9 and 17 days. Minimum temperatures are also projected to increase (Central Highlands Climate Projections 2019).

In comparison to other parts of the State, the impacts of urban heat are likely to be less severe, but nonetheless amenity of residents and visitors is likely to be improved by additional shade provision.

Impacts on biodiversity due to changing temperatures will also be felt in the area and ensuring that any future growth of the township supports, rather than negatively impacts on local flora and fauna is an important consideration. Higher temperatures and increased fire risk also need to inform considerations around vegetation choices within the settlement.

Fire danger / Bushfire

Under current climate change projections, the number of high fire danger days in Victoria is expected to increase in the future. **By the 2050's, the Central Highlands Region shows a 68% increase in the projected number of high fire danger days compared to 1986-2005.** (Central Highlands Climate Projections 2019).

The township of Talbot is identified as being entirely within an area designed as Bushfire Prone. However, none of the land which contains existing development within the main township, nor on the immediate periphery is covered by a Bushfire Management Overlay, which is generally the indicator of more serious bushfire risk.

The identification of the area as Bushfire Prone however, does mean that consideration of how any new built form will respond to a bushfire will form part of any building approval process, even if a permit is not triggered under a BMO. The fire risk of different

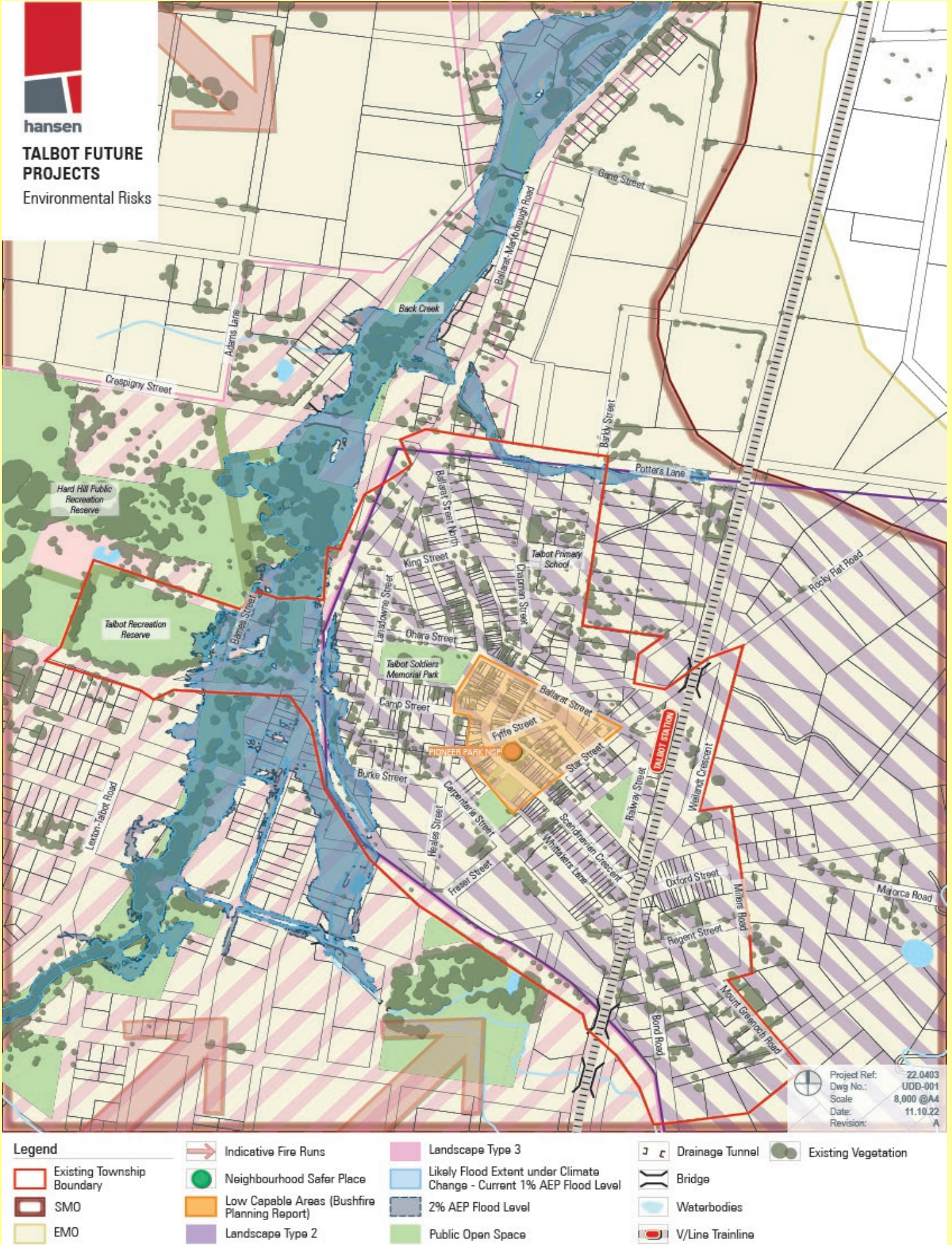


Figure 11: Environmental Risks

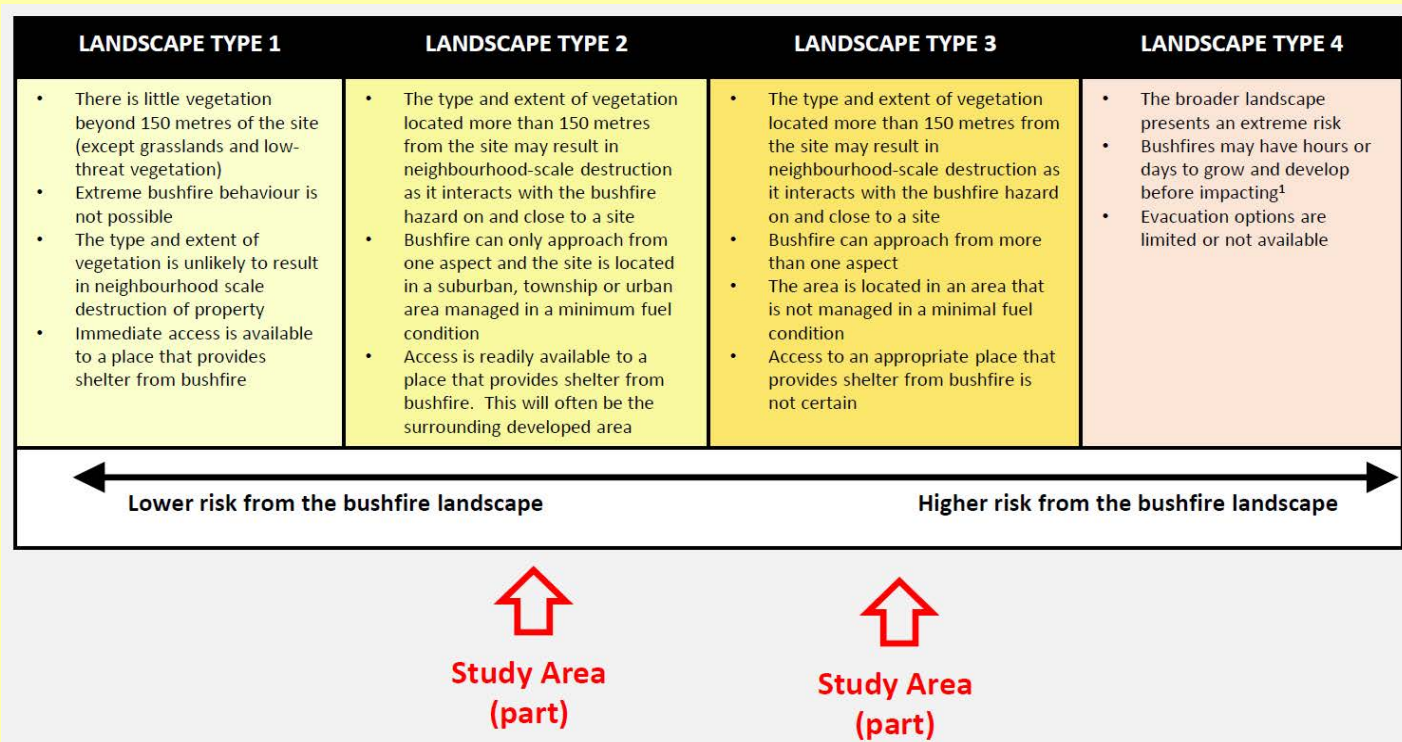


Figure 12: Landscape Types and fire risk (Bushfire Risk Assessment, Hazelwood)

parts of the township will inform what is known as a Bushfire Attack Level (BAL) which then informs how structures can be built and materials that can be used (of particular relevance given the heritage character of the settlement).

The closest currently identified area covered by a Bushfire Management Overlay is to the west of the township beyond the recreation reserve, although some peripheral areas of the Rural Living Zone which adjoins Talbot to the west and south west is covered by a BMO.

A targeted Bushfire Assessment has been prepared to inform the Talbot Structure Plan (Kevin Hazel Bushfire Planning, 23 August 2022) and provides some more detailed directions around the fire threat and appropriate responses. Ensuring this bushfire risk is considered in settlement planning becomes increasingly important in light of climate change which will considerably increase risks associated with the hazards around Talbot, as elsewhere.

The assessment found that:

- Talbot is within a broader bushfire landscape that comprises extensive areas of forest hazards.
- Long fire runs (up to 10-15km) are available in the surrounding landscape, with fire runs to the north-west and south-west of the Study Area, aspects where prevailing bushfire weather in Victoria is likely to move a bushfire towards the Study Area.
- Based on the extent of vegetation and some areas of steeper terrain, the hazard has the potential to enable bushfires to grow large and to generate elements of extreme fire behaviour.
- The Study area itself interfaces with forest vegetation to the west and south/south-west. On other interfaces, grassland hazards are present.

- Low risk areas (BAL: Low) are present in the central core of Talbot, oriented around Scandinavian Crescent. A designated neighbourhood safer place is located at Talbot (Pioneer Reserve). This is within the same area assessed as being BAL: Low. These low-fuel areas in the central core of Talbot should be maintained, and not compromised over time.

- The lack of defined edges and the amount of undeveloped land within Talbot means much of the existing Township zoned land cannot be identified as low risk.

The Bushfire Assessment considers likely bushfire scenarios, having regard to the above, including the potential for neighbourhood scale destruction and the availability and access to low fuel areas, and identifies Landscape Types.

The following landscape types have been applied to the Study Area:

- Landscape Type 2 aligns with the central part of Talbot and its immediate surrounds. Mitigating the landscape impact of grassfire in Landscape Type 2 areas is highly achievable through the separation of development from unmanaged grasslands and the planning of development to be low fuel, preventing grassfire from penetrating urban areas and providing the ability for people to move away from the hazard interface.
- Landscape Type 3 aligns with the landscape around the Study Area and land to the west of Ballarat-Maryborough Road. These areas are at the middle to higher end of bushfire risk in Victoria using the landscape typologies approach. Due to the elevated level of bushfire risk new growth and development should be directed away from these areas.

The Bushfire Assessment recommends that areas identified as being Landscape Type 3 are not areas where growth and development are facilitated, containing growth to the east of the Ballarat-Maryborough Road. It also recommends avoiding any further fragmentation of land to the west of the Ballarat-Maryborough Road that may occur through any introduction of the Low Density Residential Zone to those areas

The Bushfire Assessment identifies that new lots for Accommodation smaller than 1,200sqm mostly avoid hazards being introduced due to the lot size itself and supports lots of less than 1200sqm being pursued as part of any growth strategy.

The following mitigation measures are recommended by the Bushfire Assessment to be included in the Talbot Structure Plan to support the effective consideration of bushfire in future planning applications:

- Requiring future development to achieving the c13.02-1S Bushfire Planning exposure requirement. There is no other mechanism in the planning scheme that will deliver this outcome. This may necessitate a bushfire hazard site assessment being prepared to support any specific development proposal enabled by the Structure Plan, including rezoning of land or a development proposal.
- Perimeter roads be provided on grassland interfaces / permanent hazard edges. This outcome is now typical in grassland areas, including in Melbourne’s growth areas and arising from precinct structure plans and CFA requirements. It will support preventing a moving grassfire from entering developed areas. The report recommends ensuring there is a ‘strategic fire break area’ to assist in the management of fire risk from grasslands. A setback of 19m from any grassland interface is recommended.
- If the Structure Plan supports the creation of lot sizes for Accommodation that are larger than 1,200sqm, the Assessment identifies that c53.02 Bushfire, Table 6 Vegetation management requirements should be applied. This will provide for a low fuel outcome and not enable hazards to increase over time. Other bespoke approaches to hazard management in areas proposed for larger lots can be investigated and determined at subsequent stages and to the satisfaction of the relevant fire authority.

Rainfall / Flooding

Victoria is likely to continue to get dryer in the long term in all seasons except summer. Within the Central Highlands Region, the greatest drying is projected to occur in spring and by late century under high emissions, a median reduction in rainfall of 24% in annual totals is projected, larger (31%) in spring (*Central Highlands Climate Projections 2019*).

Despite the overall reduction in projected rainfall, Victoria is still anticipated to experience some very wet years due to natural variability. A warmer climate is expected to bring more heavy rainfall events, with **20-year return period events in the Central Highlands Region projected to increase in frequency by up to 17% by 2050 under high emissions, with extreme rainfall events expected to become more intense** (Central Highlands Climate Projections 2019).

Parts of the Study Area are affected by the Land Subject to Inundation Overlay (LSIO) which applies to areas that are subject to mainstream flooding in both rural and urban areas but where the level of potential risk is lower than in Urban Floodway Zone or Floodway Overlay areas.

Flooding in Talbot is generally associated with the corridor of Back Creek to the west of the Ballarat-Maryborough Road, but the extent of flood risk does extend to parcels along the townships north-western interface with this road (see figure 11).

While the current overlay in the Central Goldfields Planning Scheme relating to flooding (shown on Figure 6, page 13) is reasonably high level, the CMA has undertaken more recent modelling which allows for an understanding of the level of risk using the current 1% AEP benchmark, but also a 2% AEP benchmark which more closely aligns with the increased risk of flooding under climate change. In the case of Talbot, there are only very minor differences between the extent of flooding under the two scenarios (this can be seen in the two layers on Figure 11).

While flooding is most extensive along the Back Creek corridor, it does extend into some private property to the west of the Ballarat-Maryborough Road, and some minor areas to the east (although most flooding impacts to the east are contained within the road reserve). To the north, the drainage line which runs along the unformed Potters Lane is more clearly identified through the modelling.

Salinity & Erosion

The whole area of the existing township and surrounding areas are also affected by the Salinity Management Overlay (SMO) and the Erosion Management Overlay.

The SMO applies to areas which are subject to saline ground water discharge or high ground water recharge, and which may pose a threat to a variety of assets. There are no locally specific considerations or permit requirements identified.

The EMO applies to areas where there is the potential for landslip or other disturbances that may need to be considered as part of any application for a permit. While there are no local considerations identified, the scheme does include a requirement that all applications in Tabot would need to include a report prepared by a professionally qualified engineering geologist or geotechnical engineer with experience in slope stability problems. The report is to provide one of three conclusions:

- That there are no slope problems and that a permit should therefore be issued without specific guidelines for development of the site;
- That identified slope problems can be overcome by defined means giving guidelines for development of the site allowing the granting of a conditional permit; or
- That slope problems are so serious that a permit should not be issued.

The EMO and SMO were both introduced at the time New Format Planning Schemes were introduced and the rationale for their inclusion is not known, although it is presumed to be linked to the areas history as a goldfield. CGSC has an agreement with DELWP regarding the application of standard conditions in place of individual reporting requirements contained in the Overlays.

Biodiversity protection

Another key area is climate change adaptation relates to consideration of how growth will impact on existing stressed biodiversity assets and how development may, in fact, be able to support positive local biodiversity outcomes. Of particular note in Talbot is the back Creek corridor and this and other relevant matters are discussed in the Biodiversity Technical Assessment.

Energy & Climate Change Mitigation

Talbot, as with many other small regional townships is vulnerable during major hazard events to losses in grid connectivity. Many small townships are beginning to explore opportunities to generate renewable energy locally and support this generation with community batteries. These community batters provide a level of self-sufficiency which improves the resilience of the community in times of hazard.

As with other parts of the state, the individual take up of solar panels can also support climate change mitigation. There are currently no larger scale solar or wind generation proposals associated with Talbot. The ongoing tension between the installation of solar panels to support renewable energy generation and the protection of heritage values is of relevance to Talbot. The 2016 design guidelines which apply to the township suggest that

- Solar panels must not overhang the roof edge
- Panels should be in simple rectangular banks, not staggered
- Solar panels discouraged on frontage of heritage buildings visible from the street or along significant viewlines.

This last dot point may compromise the ability for properties to generate energy and should be treated discretionary, depending on the ability of the property to accommodation generation elsewhere. Recent changes to the Heritage Overlay allow councils to 'schedule out' solar panels in order to support renewable generation, and associated emissions reduction.

URBAN DESIGN ASSESSMENT

Talbot’s urban design is inextricably linked to the heritage of the township. The entire township is covered by a Heritage Overlay, and even the surrounding rural living areas retain heritage assets from the settlements significance in Victoria’s gold rush era. While the townships subdivision pattern was established during that era, subsequent changes meant that the development potential of the settlement were never fully realised, and today, many of the lots within the township, including within the core, remain vacant.

The township’s heritage was documented comprehensively in the Aitkins study of 1988 which looked at both Clunes and Talbot. A 2005 update on heritage supported that work. In 2016 a set of Urban Design Guidelines (UDGs) were developed to provide more detailed guidance on appropriate built form responses to the township’s heritage character.

The key aims of the UDGs were to:

- Manage infill development and consolidation of the township in a manner which was compatible with the heritage character
- Maintain key view corridors and visual permeability
- Improve pedestrian amenity, particularly in the Scandinavian Crescent area
- Support further economic development
- Improve presentation from three main entrances

The key urban design attributes of the township that are drawn out in the UDGs and which are of relevance to considerations around how the growth of Talbot may be managed, include:

- Development is characterised by wide front and side setbacks, with little to no encroachment, meaning that views to trees and surrounding countryside are maintained
- These large setbacks as support a degree of informality and a prominence of landscape within the town.
- While the setbacks are large they do vary. For example, in the town core, buildings are built to the front lot line, but in this context there are also significant breaks between the buildings which accommodate the prominent landscape aspect
- The laneways and unformed roads within the township also support both the sense of informality but also the heritage character of the town
- The streetscape character plays an important role in perceptions of the township’s character and materials such as bluestone and brickwork alongside signage, vegetation, lighting, furniture and picket and woven wire fences are important considerations in regard to built form
- Fencing within the town is diverse but generally permeable, supporting that visual permeability and prominence of heritage built form



Two storey form on the corner of Camp Street & Scandinavian Crescent



Historic Station precinct



Figure 12: Built form & significant buildings

While the UDGs call for the planting of additional trees, careful species selection is highlighted in order to ensure the retention of views, and indeed, a list of preferred species (see Appendix X) is included.

A number of important corners and views are also identified in the UDGs which are defined by not only the significant buildings that are located on these corners, but their relationship to each other and to the vistas within the township (see Figure X). Of particular note are the corners of Heales Street with both Ballarat Road and Camp Streets.

In addition to these key corners, the sweep of Scandinavian Crescent, and in particular the ten buildings across London House are of key importance to the township

The UDGs identify a number of key buildings within the township (shown on Figure 12). However, these do not correspond completely with the buildings identified as significant through the underlying heritage work. This, and other issues relating more specifically to the protection of the towns heritage are discussed further below.

To support the above the UDGs propose a series of principles and performance criteria, which should be applied in a discretionary fashion provided the overall contribution is positive. This includes ensuring protection of key vistas identified as important to the townships character. The UDF provides detailed guidance around the following

- Development density. This is currently varied across the town but influenced primarily by the number of undeveloped lots within the township (see Development Capacity Assessment for further details regarding lot sizes and vacant land parcels)
- Height (primarily single storey, but with taller heritage forms in key locations (see Figure 12 for building heights and key landmarks)
- Roof form, Eaves and verandahs
- Materials including Wall materials
- Window forms
- Design details, including retention of chimneys, management of signage and fencing details

Some of these aspects may need to be explicitly drawn out and incorporated into any planning controls as growth of the township occurs in order to ensure robust protection of this existing character, while other, more detailed guidance (for example, around materials) is more likely to inform considerations under the existing Heritage Overlay.



The Post Office - community centre and historic core



Informal streetscapes and garden character



Remaining historic hotel

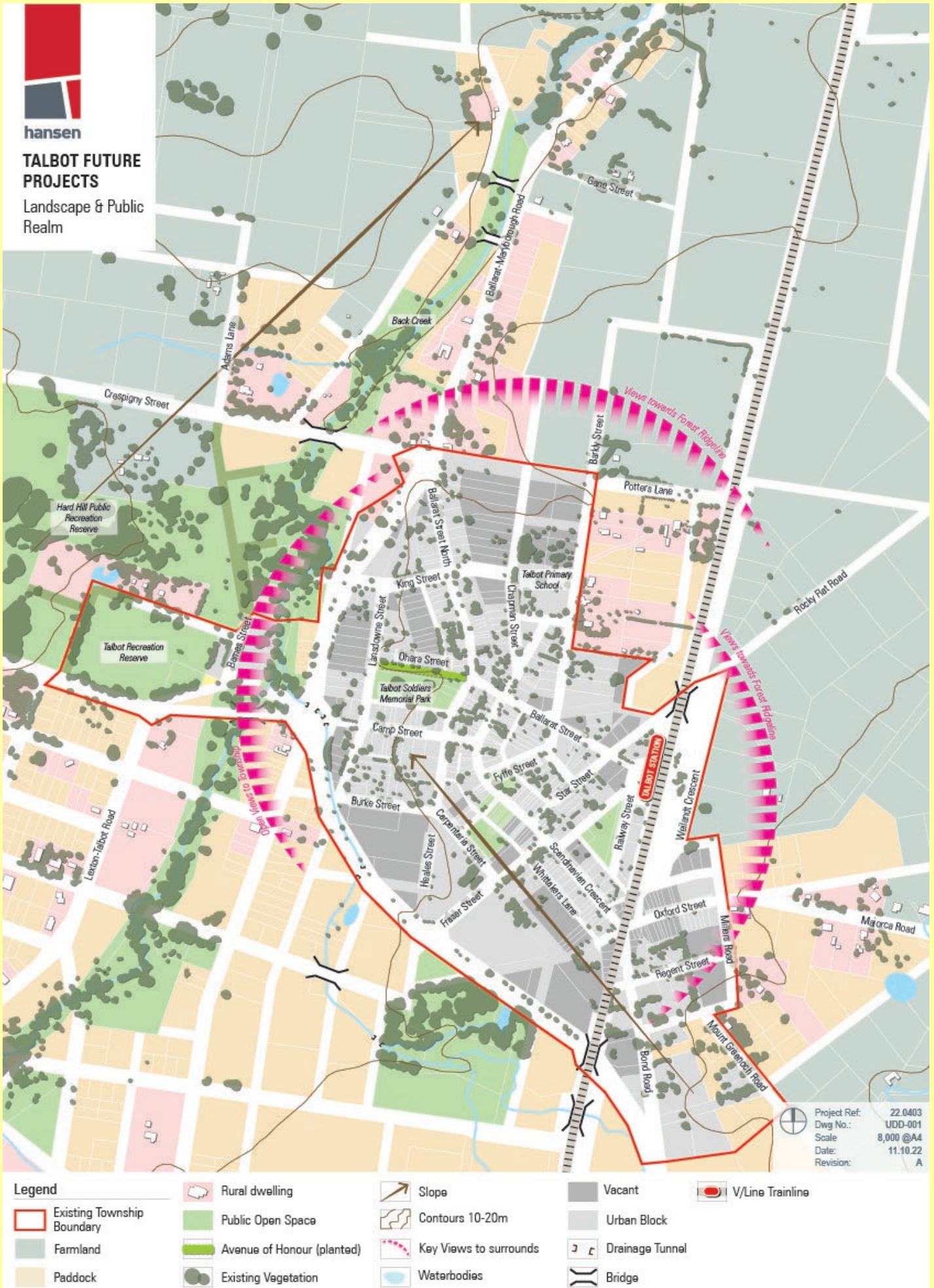


Figure 13: Landscape & Public Realm

The Public Realm

The UDGs identified two areas as key public open spaces – the core part of Scandinavian Crescent and the forecourt of the post office.

There has been some recent investment in Scandinavian Crescent, mostly focused around market square and the community garden. Further opportunities exist around Pioneer Park and along the streetscape. The vibrancy and activity on Scandinavian Crescent has been significantly impacted by a lack of retail and commercial activity with most buildings used for residential or accommodation purposes. This is likely to be partially a result of the level of demand for non-residential uses by a small population base, and partly a result of the zoning of the township, which does not differentiate between commercial and residential areas

The post office forecourt and the public buildings along Camp Street, such as the library and observatory in many ways rival Scandinavian Crescent but have seen much less investment in the public realm. Importantly, for residents, the post office and its forecourt are possibly even more important than the market area, which is primarily focused on intermittent tourist and economic activity, rather than day-to-day life.

Key Views

One of the critical aspects of how Talbot is perceived is the views that are present within the township to some of the key heritage assets. The UDGs identify an number of key areas that will need to be considered as part of any growth of the township.

The town gateways area identified, along with some key view cones from the Ballarat-Maryborough Road. However, it is noted that some of these, particularly to the south, do not necessarily reflect the conditions of the ground and should be revisited. For example, the key gateway for visitors from Melbourne (at the intersection of Bond Street) is not identified.

Views from the Ballarat-Maryborough Road are currently across large parcels of vacant land. If the township is sewerred, these parcels may develop and the impact of this on the township will need to be carefully considered. These parcels slope gently up to the township, which can be seen in the distance, although no notable heritage forms can be seen south of Fraser Street.

Within the township there are a number of key areas identified. Some of these are what can be characterised as key views with important terminate vistas. Examples of these include the view up Prince Alfred Street to the Primary School (see Figure X).



Example of kerbside dining opportunities



Example of kerbside dining opportunities



Example of kerbside dining opportunities



Example of kerbside dining opportunities

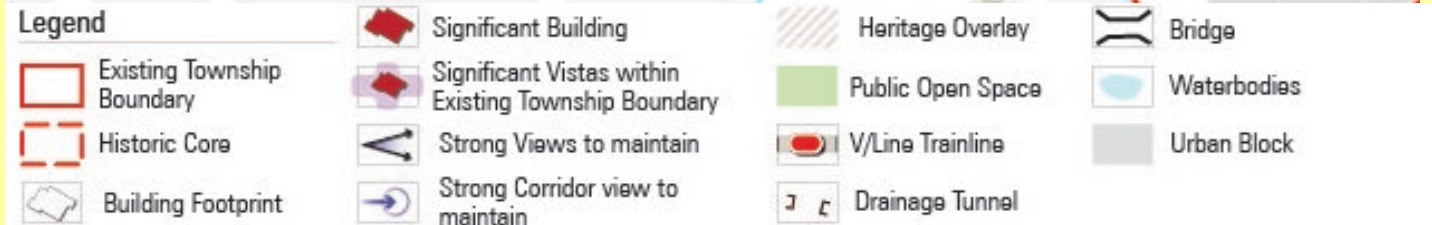
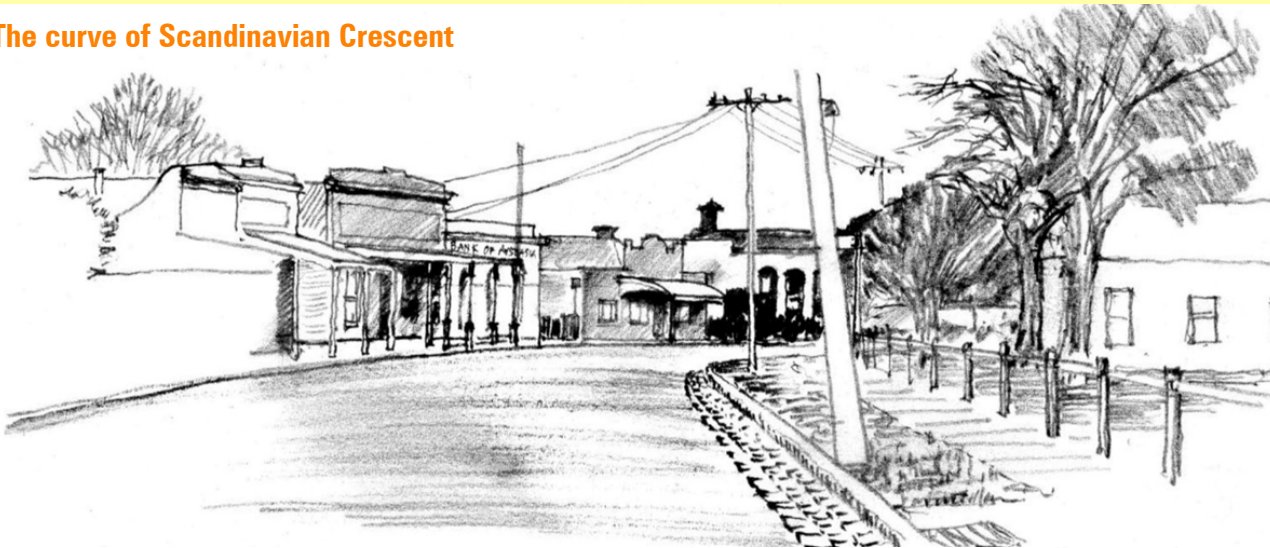


Figure 14: Key views

Also of critical importance are the impressions gained of the township's character from key vantage points. Managing the impacts of any infill development on these key areas will be vitally important to retaining the towns character and preserving its heritage. The key areas identified by the UDGs include:

The curve of Scandinavian Crescent



Views from both east and west to the ANA Hall & former Town Hall on the corner of Ballarat and Heales Street, including across the Soldiers Memorial Park

Views of the Court house & Post Office and forecourt on the corner of Camp & Heales Streets



The openness of the space to the rear of the Pioneer Park and views along Scandinavian Lane and from Fyffe Street to the rear of London House and Scandinavian Crescent



Views of key buildings along Ballarat Street North will also be important to consider should any infill be proposed.





Views to St Michaels Church and to Chatsworth House across open space at the corner of Lansdowne & O'Hara Streets (the undeveloped portion of Soldiers Memorial Park). It is noted the recently reinstated Avenue of Honour eventually moderate at least the first of these views.

In addition to the above the views from the town gateway and all along Camp Street to Scandinavian Crescent, particularly from the Lansdowne Lane intersection are of critical importance. Views south along Heales Street of the Post Office are also important. While these currently terminate in open paddocks, zoning of the land currently provides for these areas to develop as part of the township.



Example of kerbside dining opportunities



Example of kerbside dining opportunities

Vegetation

Vegetation is a key characteristic of the township, and is also important to the overarching resilience and amenity of the settlement. However, there are a number of matters which need to be considered.

Current large lots and generous setbacks have produced, particularly in the central part of the town, a number of very beautiful and carefully managed private gardens. Indeed, these are celebrated as part of a local festival. The community garden at London House is demonstrative of the character of these gardens. Care will need to be taken to ensure that opportunities to support ongoing development of private gardens. However, it must also be recognised that, should the demographic profile of Talbot shift, that time pressures associated with working age residents may reduce the prominence of these private gardens over time. This may increase the prominence of the public realm which, to date, has seen little investment.

While the UDGs, and broader responses to increased temperatures support additional tree plantings within the public realm, care will need to be taken to balance these outcomes with directions to manage increases in vegetation carefully to support reduction in bushfire risk for the settlement.

The UDGs also include suggestions around development controls that may be needed in support of vegetation outcomes in the private realm. These will need to be considered carefully in terms of their implications for the towns growth and the ability for some vacant lots to develop but include:

- Retention of significant trees (although the definition of 'significant' is not clear)
- That an area of around 40sqm be included as an 'envelope to support canopy growth
- That clearance distances between trees and built form be mandated
- Replanting of peppercorn trees (noting that these are considered an environmental weed in many areas)

Heritage

The heritage qualities of Talbot were assessed in 1988 as part of a heritage study that encompassed both Talbot, and Clunes to the south, on behalf of the Shire of Talbot & Clunes by Richard Aitkins. That report identified hundreds of buildings of local significance, and around fifty of state and / or national significance, with the period of 1860-75 as the period of major significance. It is the major source of heritage information for the settlement and contains the individual citations for Talbot's key buildings.

The report provides recommendations for the future conservation of the Talbot area. General recommendations for individual buildings and sites, as well as the significant areas. In relation to Talbot, the following specific policies were included:

- That significant buildings and sites be appropriately protected by individual listing in the IDO (Interim Development Order) and that their conservation be encouraged.
- That conservation of contributory buildings, sites and works be encouraged.
- That areas of architectural and historical significance be appropriately protected by way of amendment to the Interim Development Order.
- That buildings and sites of major significance be endorsed by the Shire of Talbot and Clunes for addition or retention on the Register of Historic Buildings [now known as the Victorian Heritage Register], Register of Government Buildings [this register has been abolished and some places transferred to the Victorian Heritage Register] and the Register of the National Estate [this register is also no longer current] in accordance with the criteria laid down by the relevant body.
- That conservation of surrounding mining sites be encouraged.
- That new developments, especially new buildings, streetworks, landscaping and street tree planting respect the period c.1860-1930 with emphasis on the period c.1860-1875.
- That in the core of the conservation precinct (Camp Street, Heales Street, the northern section of Scandinavian Crescent and the southern and eastern sections of Ballarat Street), new developments which are consistent in scale, massing and siting to development of the period c.1860-75 be encouraged.

In 2005, Central Goldfields Shire conducted a heritage review which made a number of recommendations and findings, as follows:

- Recommended that the existing HO (discussed below) be retained but that more locally specific policy be developed as a medium priority. It is presumed that the 2016 UDGs represents the implementation of this recommendation, despite not having yet been translated into specific planning policy. This translation and embedding of content in controls will need to be considered by this current project
- Recommended that the 62 places recommended and/or nominated for the Victorian Heritage Register be reviewed and assessed by Heritage Victoria and that the Central Goldfields Shire should advise Heritage Victoria of the list of potential places for the Register and seek a formal response as a high priority.
- Recommended that the Schedule to the Heritage Overlay be amended to reflect the changes to the existing heritage areas and the addition of new heritage areas and individual heritage places. This would suggest that additional buildings such have similar listings, as per the police lock up (listed individually as HO125).

The Heritage Overlay

The Talbot Heritage Area HO208 covers the central core of the Talbot township, together with its immediate outskirts that form important landscape areas. The 2005 Heritage Review states that the “*Talbot Heritage Area HO208 is a combination of the proposed Talbot Conservation Precinct and surrounding “Areas of Special Significance” as outlined in the Talbot and Clunes Conservation Study (Map 19) (the Aikens Report).” Note: this statement does not appear to be correct upon review of the content of the Aitkins report.*

The Talbot and Clunes Conservation Study outlines the significance of the Talbot area as follows:

Talbot is significant as one of the most intact small goldmining towns in Victoria and Australia. The town contains a significant number of buildings, sites and works relating to the period c.1860- 1930 which form the major attributes of the area. The significance of the area is especially enhanced by the relatively high number of buildings from the period c.1860-75. The government block contains the most complete collection of buildings of any small gold rush town in Victoria and one of the best precincts of modest government buildings in Australia. Talbot is significant for the manner in which geological factors influencing mining are reflected in the street pattern, still used as the major streets in the town. The setting of the town is enhanced by the proximity of mining areas on Back Creek, Rocky Flat, Mount Greenock and the Amherst area. All these areas have a significant part in the development of different phases of the town’s history.



Example of kerbside dining opportunities

Key precincts

The Aitkins report also identifies an existing and proposed Conservation Precinct identified in that document, as well as a 'Township Entry Zone' are shown below. The report identifies the 'core' of the conservation precinct as Camp Street, Heales Street, the northern section of Scandinavian Crescent and the southern and eastern sections of Ballarat Street. It is notable that this area differs from that in the Urban Design Guidelines of 2016. As future development scenarios are explored, the appropriate boundary for any 'core conservation area' and areas which require protection as contributing areas may need further investigation.

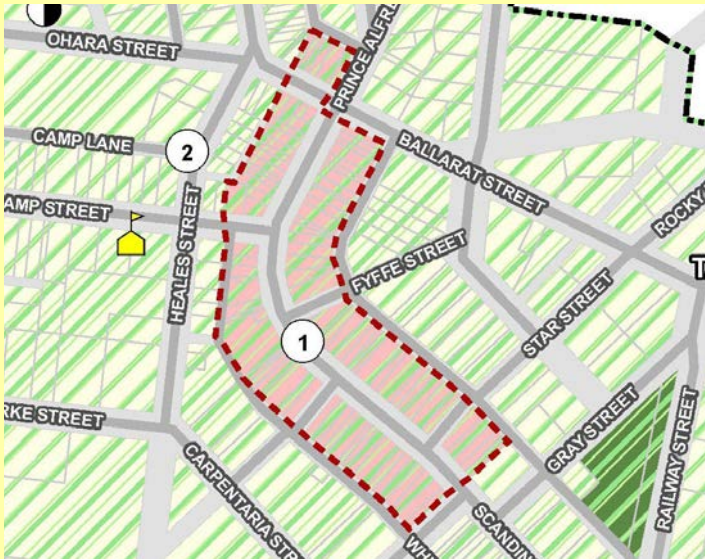


Figure 15: Existing Talbot Structure Plan: "

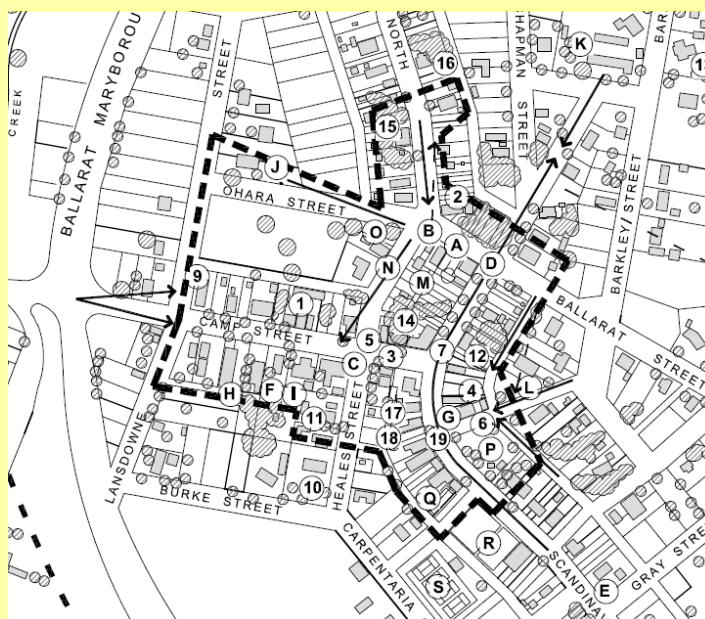


Figure 16; 2016 Urban Design Guidelines: "



Figure 17: 1988 Conservation Study:

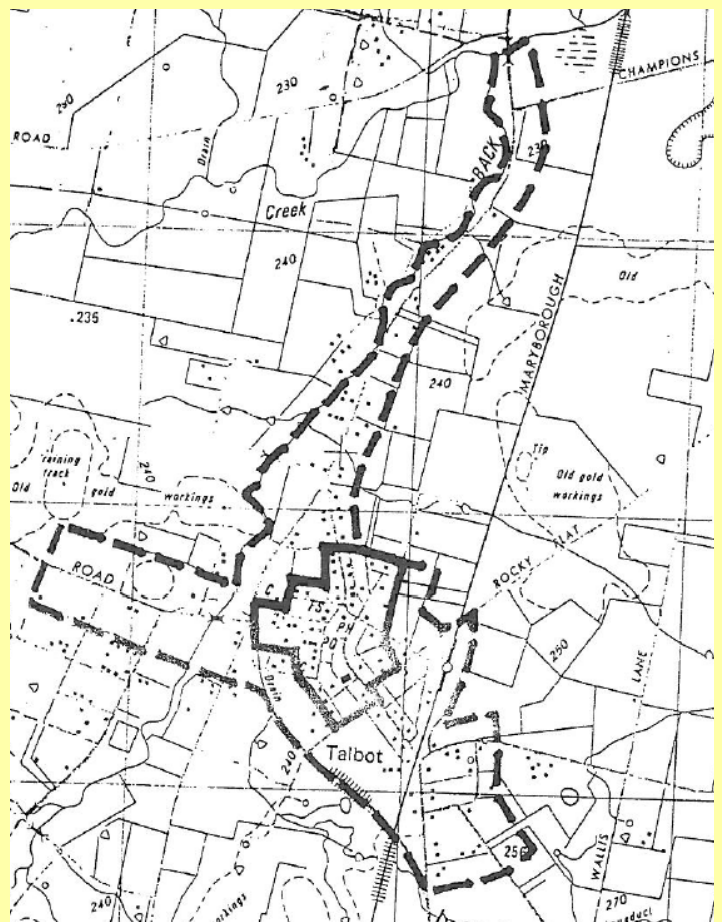


Figure 18: 1988 Conservation Study:

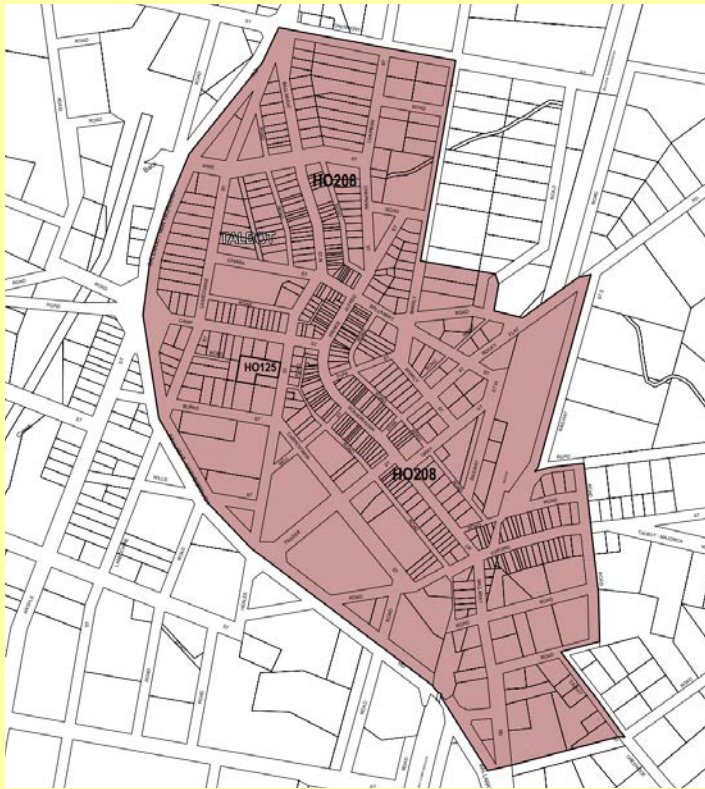


Figure 19: Current Heritage Overlay extent

The proposed boundaries included in the Aitkins report do not align exactly with the boundary of the Heritage Overlay however, the minor adjustments are presumed to have occurred during any application of the Overlay via changes to the planning scheme (HO208).

While the Heritage Overlay has been applied to the whole township, the heritage characteristics and importance of different parts of the settlement do vary widely, and the overlay covers many areas which are merely vacant lots. While these lots may be important where they impact on a key view or are proximate to significant buildings, there is currently no distinction between a vacant lot on the outskirts of town and an individually significant building in Scandinavian Crescent under the controls applied. This should be considered as more nuanced controls for the township are developed as part of any growth strategy, having regard for any findings re key precincts or significant buildings.

Individually significant buildings

The Aitkins report made a number of recommendations regarding buildings of significance including that a number of them be listed as of state significance or registered as part of the National estate (the original list of individually significant buildings can be found at Appendix 2, plus those recommended for listing as of State or National significance).

Notably, these recommendations do not appear to have been progressed in the intervening years, other than the listing on the Victoria Heritage Register of the Former Talbot Police Residence and Lock Up (protected individually under HO 125). It will be critically important that, as any strategy for growth is developed for the township, that additional protection is provided for these buildings of state or national significance. These buildings recommended for Victorian Heritage Register listing (Original recommendation for Register of Historic Buildings and listing as part of the National Estate) are listed below:

- Former Talbot Borough Hall, Ballaarat Street
- A.N.A. Hall, Ballaarat Street, corner Heales Street
- Ramsay shop and residence, Ballaarat Street North
- Former Bull and Mouth Hotel, Ballaarat Street
- Former Burdess Residence, Barkly Street
- Former Presbyterian Manse, Bond Street (see former Presbyterian Church, Heales Street)
- Former Willox Residence, Bond Street, corner Mount Greenock Road
- Former Church of England vicarage, Brougham Street, corner Russell Street (see St Michael's Church of England, Lansdowne Street)
- Former Hoskins Residence, Camp Street, corner Heales Street
- Post and Telegraph Office, Camp Street, corner Heales Street
Former Court House, Camp Street
- Free Library (Former Court of Petty Sessions), Camp Street
- Former Dowling Residence, Camp Street
- Former Primitive Methodist Church, Camp Street
- Shops and residence, Camp Street, corner Scandinavian Crescent
- Former Elder residence, Camp Street
- Former Camp Hotel, Camp Street, corner Heales Street

- Former Wesleyan Church, Camp Street
- Fire Brigade Engine House, Heales Street
- Former Police quarters, lock-up and stables, Heales Street (note: has been listed on VHR)
- Former Sub-Treasury, Heales Street
- Former Presbyterian Church, Heales Manse, Bond Street
- Former London Chartered Bank Coach House and Stables, Heales Street (see Former London Chartered Bank, Scandinavian Crescent)
- St Michael's Church of England, Lansdowne Street, corner O'Hara Street and former Vicarage, Brougham Street, corner Russell Street
- Talbot Railway Station, Railway Street
- Prince Alfred State School No.954 and former Common School, Rowe Street
- Former Commercial Hotel, Scandinavian Crescent and Fyfe Street
- Shop, Scandinavian Crescent (see Shops and residence, Camp Street, corner Scandinavian Crescent)
- Former London Chartered Bank, Scandinavian Crescent and former Coach House and Stables, Heales Street
- Former Talbot Gas Works, Whittakers Lane



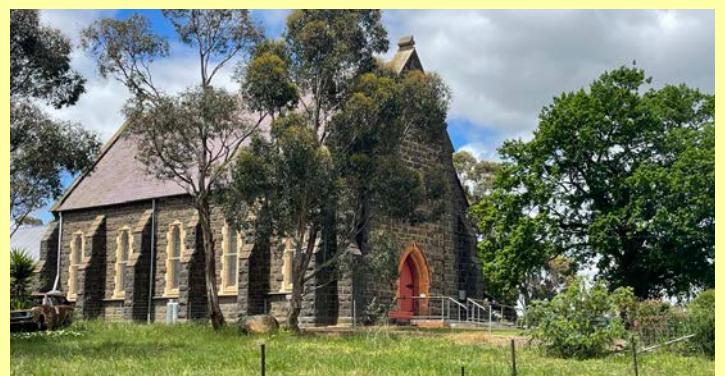
Example of kerbside dining opportunities



Example of kerbside dining opportunities



Example of kerbside dining opportunities



Example of kerbside dining opportunities

MOVEMENT ASSESSMENT

Existing Conditions

Train Services

Talbot sits on the Maryborough to Melbourne line which runs via Ballarat (Talbot Train Station). The train service takes about 15 minutes to get to Maryborough, about 1 hour to get to Ballarat and 2 - 2.25hrs to get to Melbourne. However, currently services only run twice a day on weekdays and once a day on the weekend, with only a coach service available to Melbourne on a Sunday.

Talbot station has recently been upgraded and has a small car parking area in its forecourt. However, the environs are not particularly amenable and the area is very secluded and disconnected from the township core.



Talbot Station forecourt

Bus Services

Two separate bus routes run through Talbot. One provides access to Maryborough and Ballarat. The Mildura to Melbourne service also runs through Talbot and is accessible to residents.

Stops are provided on Ballarat Street, between Heales Street and Scandinavia Crescent, and near the railway station.

Key Road Access & Gateways

The Ballarat to Maryborough Road provides the main access to Talbot, from Maryborough to the north, and Clunes/ Creswick and Ballarat to the south.

Access to the township is also possible via the Lexton to Talbot Road which runs past the Recreation Reserve and connects to Camp Street and from outlying settlements to the east via Majorca Road and Mt. Greenoch Road.

While Majorca Road provides access to the township from Red Lion and Majorca, this is not a major gateway to the township and the road, while sealed, is a single lane.

Rather there are three key gateways which are notable, all of which are located along the Ballarat-Maryborough Road:

- Ballarat Street North - which provides entry to the township when travelling from Maryborough. There has been intersection changes to ensure the junction is a T junction, which has led to some interim road blockages at the entry point



Northern township entry

Camp Street - which connects to the Talbot Recreation Reserve and beyond that to Lexton and other smaller settlements to the west.

Bond Street - the main entry to Talbot from Ballarat and Melbourne, and which leads directly onto Scandinavian Crescent north of the railway line.



Northern township entry

Key Destinations

Key destinations that should be considered in relation to movement within the township include:

- The Primary School
- Post Office / Court House Hotel on Camp Street
- The Recreation Reserve
- The train station
- Facilities and Businesses on Scandinavian Crescent, in particular Market Square and London House Cafe

Footpaths

The township has limited formed footpaths, and those that exist are not always connected to other paths. Existing footpaths are present in the following locations

- Camp Street between Landsdowne Street and Prince Alfred Street/Scandanavian Crescent
- West side of Scandinavian Crescent from Ballarat Street to southern extent of Bowls Club
- East side of Scandanavian Crescent from Ballarat Road to Market Square
- South side of Ballarat Street between Heale Railway Streets
- East side of Heale Street between Ballarat and Camp Streets, as well as the section of road in front of the Soldiers Memorial
- A footpath is also provided adjacent to Market Square and the southern and eastern frontages of the Primary School
- Small sections of footpath are also provided connecting the railway station to the adjoining bus stop and to Ballarat Street,

The footpaths within the township are generally constructed light grey concrete, other than the newer path along the east side of hte Primary School which has been constructed of black asphalt.. Paths along Scandanavian Crescent seems fairly new and in good condition. Some other paths are in slightly less optimal condition and there are gaps (such as at intersections)

No footpaths are provided to the Recreation Reserve or connecting to the Primary School, other than along Prince Alfred Street.

Many of the existing verges in residential areas of Talbot are also characterised by large swale drains, which may inhibit the construction of footpaths in the future.

No on-road cycle lanes or off-road shared paths or any bicycle facilities are observed across the township, other than some bike hoops at the train station.



Heale Street footpath



Scandinavia Crescent footpath (outside core area)



Disconnected paths (Camp Street)



New footpath outside Talbot Primary School

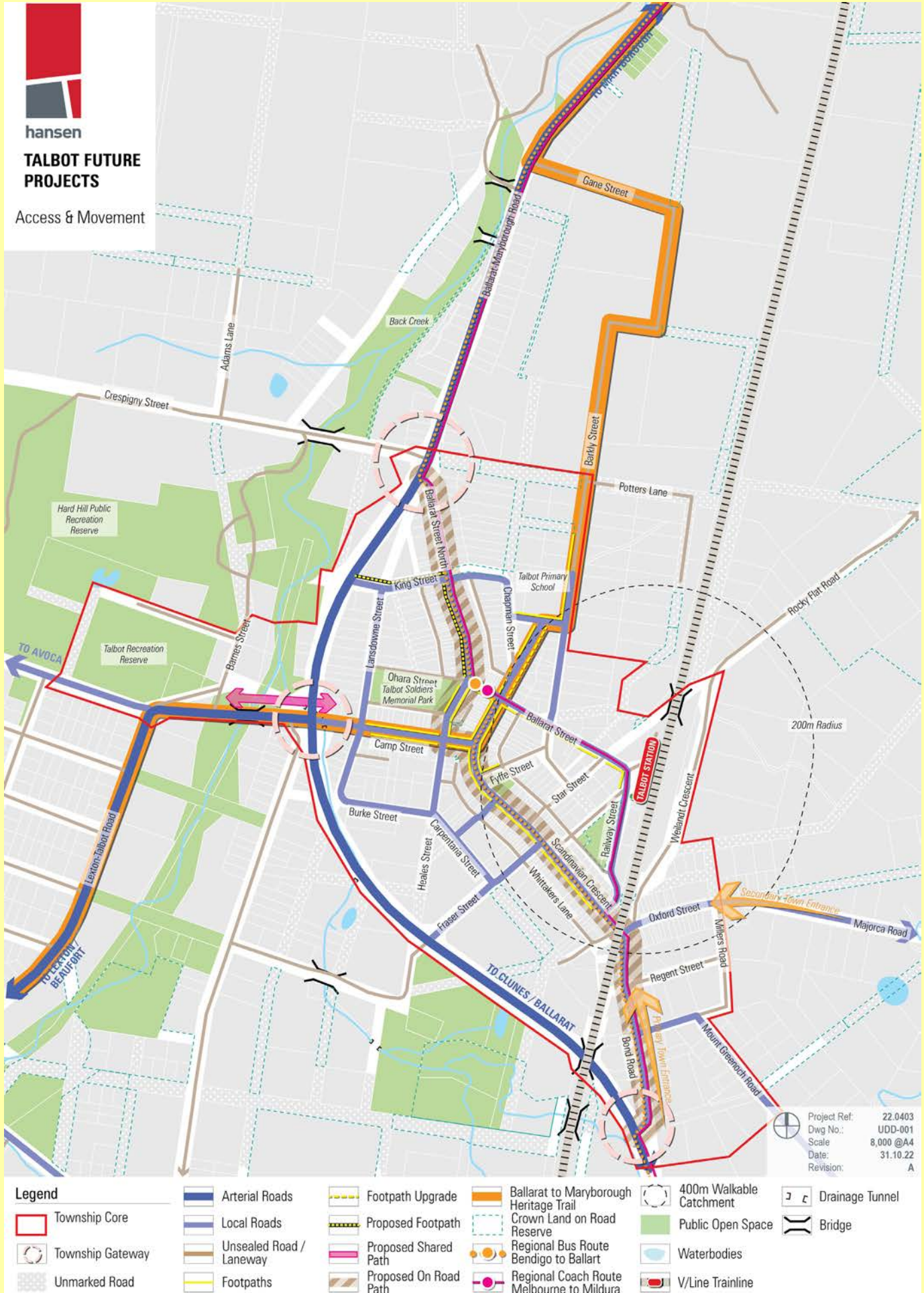


Figure 20: Access & Movement

Directions and Findings from Council Documents

Talbot and District Community Plan - Our Community 2030

Issues, ideas and actions related to access outlined in this document include:

- Increasing passenger rail services to Talbot, especially on weekends.
- Better maintenance of unsealed roads.
- Delivery of more walking and cycling paths, and improvements to footpaths. Planning for future footpaths is also needed.

Walking and Cycling Strategy 2017-2026

The following directions and findings within Council's Walking and Cycling Strategy 2017-2026 are noted in relation to Talbot:

- The Maryborough to Talbot on-road route is well utilised by cyclists.
- The Ballarat to Maryborough Heritage Trail will pass through Talbot.
- In broad terms the report suggests that the following paths are needed in Talbot
 - Inner town all abilities footpath / shared path that is sealed and provides linkages to shops, transport hubs, parks and recreational facilities wherever possible. This would require some expansion to the existing footpath network, particularly across the Ballarat-Maryborough Road to the recreation reserve.
 - Inner town on road cycle lane that is clearly marked and sign posted and provides linkages to shops, transport, hubs, parks and recreational facilities wherever possible. Given Talbot currently has no inner town bike lanes there is some question as to whether any would be needed in the future.
 - Safe schools route that is clearly marked and provides on and off road access to schools as well as pre-schools and early learning centres wherever possible. Talbot has one School and one Kindergarten
 - Outer town off road recreational walking / cycling path or trail that provides local residents and visitors with the opportunity to walk / cycle to key local attractions such as waterways for a distance of approximately 2.5km in length, i.e. a 5km round trip. This would suggest the need for a trail along Back Creek however

- The following relevant actions (works) in the Action plan specifically relating to Talbot are noted:
 - On-Road path (1,750m) nominated as a high priority: Ballarat North St / Heales St between Crespigny St and Camp St, then Camp St between Heales St Scandinavian Cres, then Scandinavian Cr / Bond St from Camp St to Ballarat Maryborough Rd.
 - Shared off road path (550m) nominated as a medium priority: Camp St between Scandinavian Cres and Barnes St.
 - Footpath (50m) nominated as a high priority: Ballarat St between Star St to Railway St (south side) (*constructed*)
 - Footpath (upgrade 160m) nominated as a high priority: Prince Alfred St from Ballarat North St to Rowe St
 - Footpath (200m) nominated as a low priority: Ballarat St North (west side) from O'Hara St to King St
 - Footpath (250m) at a cost of \$37,500, nominated as a low priority: King St from Ballarat St North to Ballarat – Maryborough Rd

Integrated Transport Strategy 2020-2030

The following directions and findings within Council's Integrated Transport Strategy 2020-2030 (adopted September 2020), are noted in relation to Talbot:

- Build a shared path with priority access roads along Prince Alfred Street to Talbot Primary School.
- Investigate potential to run community transport services to Talbot on a Saturday.
- Work with Talbot Farmers Markets to provide services on the second and third Sundays of each month (respectively) to improve access and attract more drivers using existing assets.
- Engage with the community to close small sections of roadway to improve public open space and make pedestrian links safer: The intersection of Chapman Street and Prince Alfred Street is identified as an example of an intersection that could be simplified.
- Completion of the footpath along Rowe Street was highlighted as important
- Advocacy to deliver an improved pedestrian crossing point at Camp Street / Ballarat-Maryborough Road is also highlighted.
- Improved wayfinding and amenity along the footpath connecting Market Square and the train station is highlighted as important for tourism.
- The planting of street trees, particularly close to town centre is again highlighted as important to improve pedestrian amenity.

The “Cool It” Summary and Recommendations Report (2018) makes recommendations for improving existing tree cover along key pedestrian routes in order to curb heating effects and make walking and cycling more comfortable, with Talbot highlighted.

The town is also traversed by a regional cycling trail (the Ballarat to Maryborough Heritage Trail / Talbot Heritage Trail which comes from Avoca Road, passing through the centre of the town and up Barkly Street to Ballarat-Maryborough Road. There does not appear to be any signage or line markings denoting this regional trail within the township.

Implications for Talbot Structure Plan

- Existing strategic documents recommend a number of actions to improve pedestrian and cycling movement throughout the township. The status of the various actions, including whether they reflect current Council thinking, will need to be confirmed with Council.
- Facilitating improved pedestrian movement between key destinations across the township, through the construction of footpaths or other interventions (e.g wayfinding), is supported.
- Pedestrian connectivity to the township from both west of the Ballarat-Maryborough Road and east of the Railway Line appears to be relatively poor.
- Improving pedestrian access across the Ballarat- Maryborough Road, as identified in the Integrated Transport Strategy, is supported. This may assist in facilitating better pedestrian access to the Recreation Reserve from the centre of the township, however the lack of separated pedestrian crossing over Back Creek remains an issue.



Many of the township's roads remain unpaved



Pedestrian and / or cycle connections to the Recreation Reserve are difficult

COMMUNITY FACILITIES ASSESSMENT

The following open spaces and recreation facilities are present in Talbot:

Open Space/ Facility	M5/P3, M5/P4
Talbot Recreation Reserve, Avoca Road	Located on Avoca Road. Zoned PPRZ. Includes the following facilities. <ul style="list-style-type: none"> ▪ Football/ Cricket Oval with Pavilion/ social rooms ▪ Netball Courts ▪ Basketball Stadium, also used for Gymnastics
Talbot Bowling Club	Located on Scandinavian Crescent. Zoned Township Zone (TZ). Comprises 2 greens (1 small, 1 large) and Club Facilities.
Talbot Outdoor Swimming Pool, Scandinavian Crescent	Located on Scandinavian Crescent. Zoned Township Zone (TZ). 25m pool and small toddler pool.
Talbot Tennis Club	Located at 1 Bell Street. Zoned Township Zone (TZ). Four Tennis Courts.
Talbot Golf Club, Lexton Road	Located on Lexton Road. Zoned PPRZ. 18 hole course with 'sandscape' greens
Pioneer Park	Located on Scandinavian Crescent, and zoned Township Zone (TZ). The park comprises: <ul style="list-style-type: none"> ▪ A Playground (Pioneers Memorial Playground) ▪ Public Toilets ▪ Covered Seating ▪ Outdoor Gym Equipment (installed 2021)
Talbot Soldiers Memorial Park	Located at 29 Heales Street, and zoned Public Use Zone (PUZ3). The park comprises: <ul style="list-style-type: none"> ▪ Seating ▪ Public Toilets (on adjoining lot) ▪ Recent Avenue of Honour planting
Hard Hill Public Recreation Reserve	Relatively large reserve located on Avoca Road. Zoned PPRZ.
Municipal Purposes Reserve	Located between Barnes Street and Back Creek. No formal identification as park. Zoned PPRZ. Noting this forms part of a wider area of publicly owned land not zoned for purpose.
Talbot Ornamental Plantation	Partly fenced triangular shaped space between Gray Street, Scandinavian Lane and Railway Street. No formal identification as park. Zoned PPRZ.

In addition, the following reserves, parcels and areas in Talbot and surrounds are noted:

- Part of 15 Fraser Street (part of 1\TP160125) - Fenced Parcel on the south-western side of Ballarat-Maryborough Road. No formal identification as park. Zoned PPRZ. Public accessibility unknown.
- Various Bushland Reserves, including, but not limited to: Amherst Bushland Reserve, Tunnel Hill Bushland Reserve, Tunnel Hill north Bushland Reserve, and Talbot Bushland Reserve. Public accessibility unknown.
- Uncategorised Public Land at the eastern end of Macaulay Street, within the Rural Living Zone (largely) and PUZ7. Public accessibility unknown.
- Goodwoman's Hill, a parcel east of Halls Road within PUZ7. Public accessibility unknown.
- Back Creek and environs, to the west of Ballarat- Maryborough Road, and running generally north to south/west. Unclear if public accessibility is available to the creek corridor. Generally within the RLZ or PUZ1 when passing to the west of the township.



Talbot Recreation Reserve



Pioneer Park with public toilet and new gym equipment

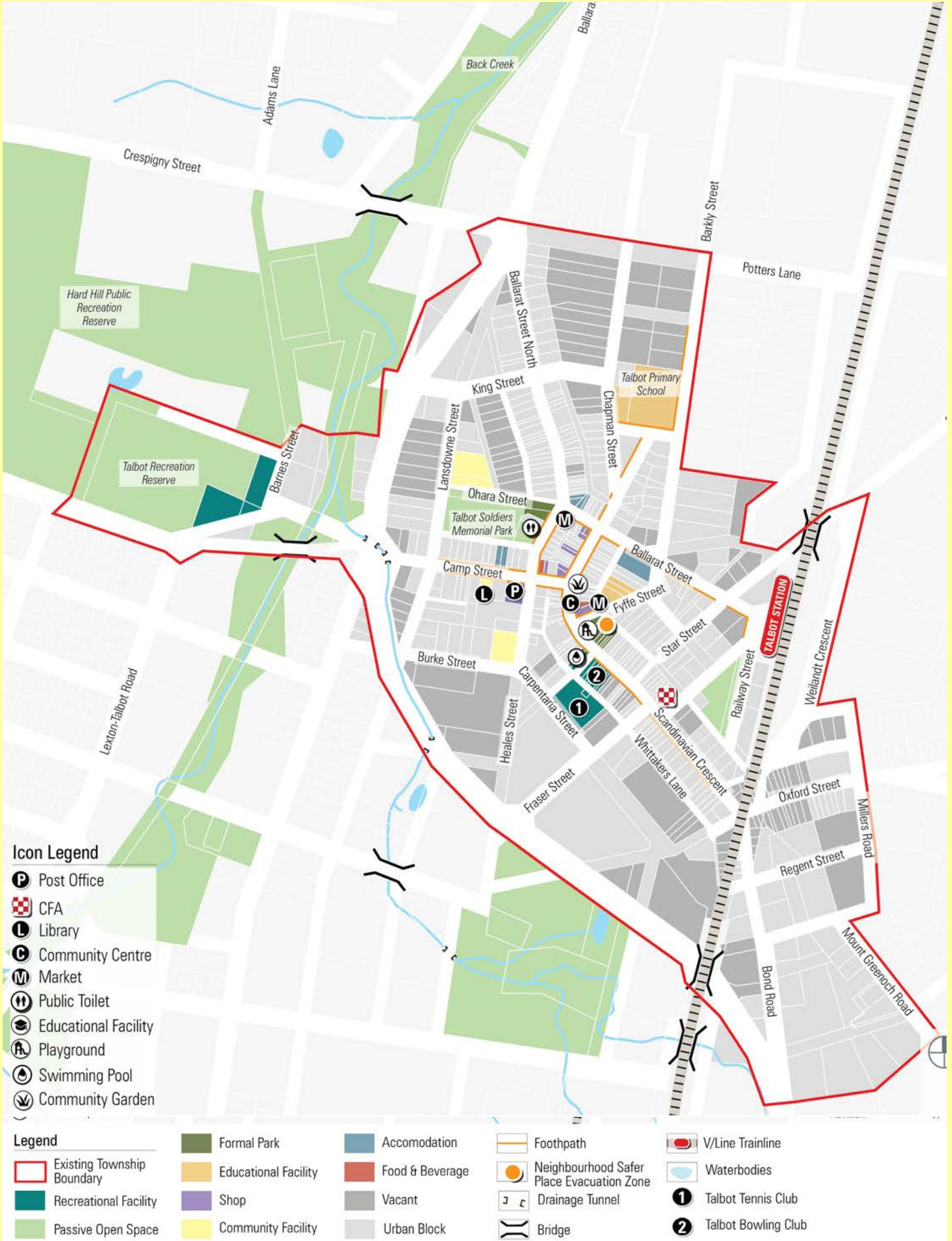


Figure 21: Social Infrastructure

Facility/ Service	Recommended Provision level	Current Provision	Comment on existing provision
Low-order Passive Open Space Reserves	0.7 to 1ha of passive open space per 1,000 people	Over 1ha in Soliders Reserve and Pioneer Reserve	Population is below threshold.
Active Open Space Reserves	2.0ha of active open space (excluding golf courses) per 1,000 people.	2.7ha approx (Talbot Recreation Reserve)	Meets Benchmark
Tennis Courts	1 x 2 courts (free to public) facility (no pavilion) per 25,000 to 35,000 people	4 Courts	Meets Benchmark
Netball Courts	1 x 2 courts outdoor netball facility per 16,000 people	1 Court provided in Recreation Reserve	Population is below threshold.
Lawn Bowls	1 lawn bowls facility (4 greens) per 40,000 people	1 bowls facility (2 greens)	Population is below threshold.
Multi- Purpose Aquatic Leisure Centre	1x Council Aquatic Leisure Centre per 30,000 – 60,000 people	1 Outdoor Pool	Population is below threshold.

Quantitative Assessment

Benchmark ratios for the provision of recreation facilities are outlined within precinct planning guidelines (*Planning for Community Infrastructure in Growth Areas*) prepared by Australian Social & Recreation Research in 2008. These benchmarks are intended for application in Melbourne’s growth areas but provide an indication of the types of facilities that should be provided per population numbers and can be used to provide a basic assessment of ‘gaps’ within the provision of recreation facilities.

The analysis is based on the 2021 census estimate of population for Talbot of 452.

It is highlighted that these benchmarks provide a high-level assessment only. It does not assess the adequacy, acceptability or accessibility of the current service provision nor incorporate specific local requirements. It should be used as a general guide only.

Although relating to PSP areas, the Victorian Planning Authority’s new Precinct Structure Planning Guidelines (2021) also provides useful guidance when considering the provision of open space.

Some potentially relevant performance targets include:

- *T11 – the open space network should seek to meet the following minimum targets:*
 - *Within residential areas (including activity centres):*
 - *10% of net developable area for local parks and sports field reserves.*
 - *3-5% of net developable area set aside for local parks.*
 - *5-7% net developable area set aside for sports field reserves.*

- *T12 – Open Space and Sports reserves should be located to meet the following distribution targets:*
 - *A sports reserve should be located to meet the following distribution targets:*
 - *A sports reserve or open space larger than 1 hectare within an 800m safe walkable distance of each dwelling.*
 - *A local park within a 400m safe walkable distance of each dwelling.*

Importantly, the guidelines direct that adaptation to regional settings may be required in relation to the performance targets of T11 and T12 above. The guidelines suggest that adaptations should offer a high-quality public realm and open space. The quantum and distribution of open space should consider the structure and capacity of existing open space, and opportunities for further investment and connections to existing open space.

Clause 56.05-2 ‘Public open space provision objectives’ of the Central Goldfields Shire Planning Scheme includes a number of requirements at Standard C13 for the provision of open space. Quantitative elements of those standards includes:

- *Local parks within 400 metres safe walking distance of at least 95 percent of all dwellings. Where not designed to include active open space, local parks should be generally 1 hectare in area and [...]*
- *Active open space of at least 8 hectares in area within 1 kilometre of 95 percent of all dwelling that is [...]*
- *Linear parks and trails along waterways, vegetation corridors and road reserves within 1 kilometre of 95 percent of all dwellings.*

The Infrastructure Design Manual also includes for public open space provision at clause 24.3.4. The standards set out at this clause of the manual link back to the planning scheme.

Directions and Findings from Council Documents

Recreation and Open Space Strategy 2020 to 2029

Main findings specifically for Talbot on future needs, improvements and opportunities for facilities from the key stakeholder consultations were:

- Linking paths; footpath provision and seating.
- Facility upgrades (football)
- Stadium – alternative uses (non-compliant for netball)

Participants selected the best future improvements/opportunities for youth. In Talbot, they were a gym, heated pool with a water slide. The strategy suggested that R J Pryor Stadium and Talbot Recreation Reserve could be investigated for future options including as a community gym and/or physical activity hub

The strategy also suggested a revised Masterplan for the site would be of benefit

Talbot and District Community Plan 2030

Strategic directions and key actions relating to open space and recreation from this community-developed plan, include:

- Seek funding for the development of a community gym for Talbot and district residents. *(This could be linked to redevelopment of the township's Recreation Reserve)*
- Broadly promote recreation facilities that are available in Talbot e.g. pool, tennis courts, etc and review ways to increase usage of the existing pool.
- Upgrades to the Netball courts also was also highlighted and ties in with the above directions.
- Upgrades to the township's pool, including shade was highlighted
- The extension of walking and bicycle tracks in Talbot and district as well as water fountains etc was also prominent and consistent with directions in various other strategies such as those related to Ageing and Climate Adaptation.

Implications for Talbot Futures

- The need to provide any new open space or active open space reserves should be assessed against finalised population growth scenarios.
- The single recreation reserve (active open space) providing for football and cricket, is likely to be sufficient across the anticipated range of population growth scenarios but upgrades should be considered.
- A new low-order passive open space/ reserve could be necessary, subject to review against the population growth scenarios.
- With respect to the walkable catchments and existing open space, the existing situation is considered to be generally acceptable in the context of a small rural township.
- The need for the provision of a new local park/ low order passive open space on the northern side of the township under certain population growth scenarios/ growth area designations, could be explored.
- Existing open space assets such as the Talbot Soldiers Memorial Park and the Talbot Ornamental Plantation could potentially better serve the township as a passive open space if it was upgraded or received improvements.
- The Back Creek Corridor is a potentially underutilised asset which could provide a passive open space benefit to the township. There would be a need to further explore access and land tenure conditions to understand the potential for the creek corridor to be utilised.



Publicly owned land adjoining Back Creek

BIODIVERSITY & GREEN INFRASTRUCTURE ASSESSMENT

Landscape setting

Talbot is located on the lands of the Dja Dja Wurring people, who have shaped the landscape for thousands of years. It sits within the broader landscape of the Maryborough – Paddy Hills region which identified as being regionally significant for its biodiversity. That landscape extends primarily to the northwest of Talbot.

Talbot is within the 'Goldfields' bioregion, although the bioregion moves to the Victorian Volcanic Plain to the immediate east of the township. It's identified as being part of the Box Ironbark Northern Plains and Slopes landscape.

The Goldfields bioregion is described as follows:

Goldfields, located in central Victoria, is dominated by dissected uplands (predominantly a northerly aspect) of Lower Palaeozoic deposits. Metamorphic rocks have formed steeply sloped peaks and ridges. A variety of relatively poor soils are dominant with yellow, grey and brown texture contrast soils (Chromosols and Sodosols) and minor occurrences of friable earths (Dermosols and Ferrosols).

The climate is temperate with uncertain rainfall varying from 400 to 700 mm per annum, usually higher in winter. Maximum temperatures range from 12 to 32 degrees Celcius, daily minima range from 2 - 15 degrees. Box Ironbark Forest, Heathy Dry Forest and Grassy Dry Forest ecosystems dominate the lower slopes or poorer soils. The granitic and sedimentary (with Tertiary colluvial aprons) terrain is dominated by Grassy Woodlands much of which has been cleared. Occasional low-lying corridors of alluvial valleys between the uplands are dominated by Low Rises Grassy Woodland and Alluvial Terraces Herb-rich Woodland ecosystems.

A number of regionally important rivers transect the bioregion, mostly from south to north flowing into the Murray, and include the Wimmera, Avoca, Loddon, Campaspe and Goulburn Rivers. The Hopkins River is an exception, in that it drains south to Bass Strait.

Ecological Vegetation Classes

The Talbot area is covered mainly by the Lower Slopes / Hills Woodlands (Grassy) ecological vegetation class. The area around Back Creek is identified as Creekline Grassy Woodlands

These classes are as follows:

EVC68 Creekline Grassy Woodland

Group: Riverine Grassy Woodlands or Forests

Subgroup: Creekline and/or swampy

This EVC is identified as Endangered and is described as follows:

Eucalypt-dominated woodland to 15 m tall with occasional scattered shrub layer over a mostly grassy/sedgy to herbaceous ground-layer. Occurs on low-gradient ephemeral to intermittent drainage lines, typically on fertile colluvial/alluvial soils, on a wide range of suitably fertile geological substrates. These minor drainage lines can include a range of graminoid and herbaceous species tolerant of waterlogged soils, and are presumed to have sometimes resembled a linear wetland or system of interconnected small ponds.

Common species within the EVC are: River Red-gum Grey Box Yellow Box Golden Wattle Gorse Bitter-pea Drooping Cassinia Common Rice-flower Twiggy Bush-pea Cranberry Heath Slender Fireweed Shiny Everlasting Common Raspwort Small St John's Wort Stinking Pennywort Veined Spear-grass Rush Sedge Common Tussock-grass Common Wheat-grass Bristly Wallaby-grass Diffuse Rush Tall Sedge Weeping Grass and Twining Fringe-lily

EVC175 Grassy Woodland

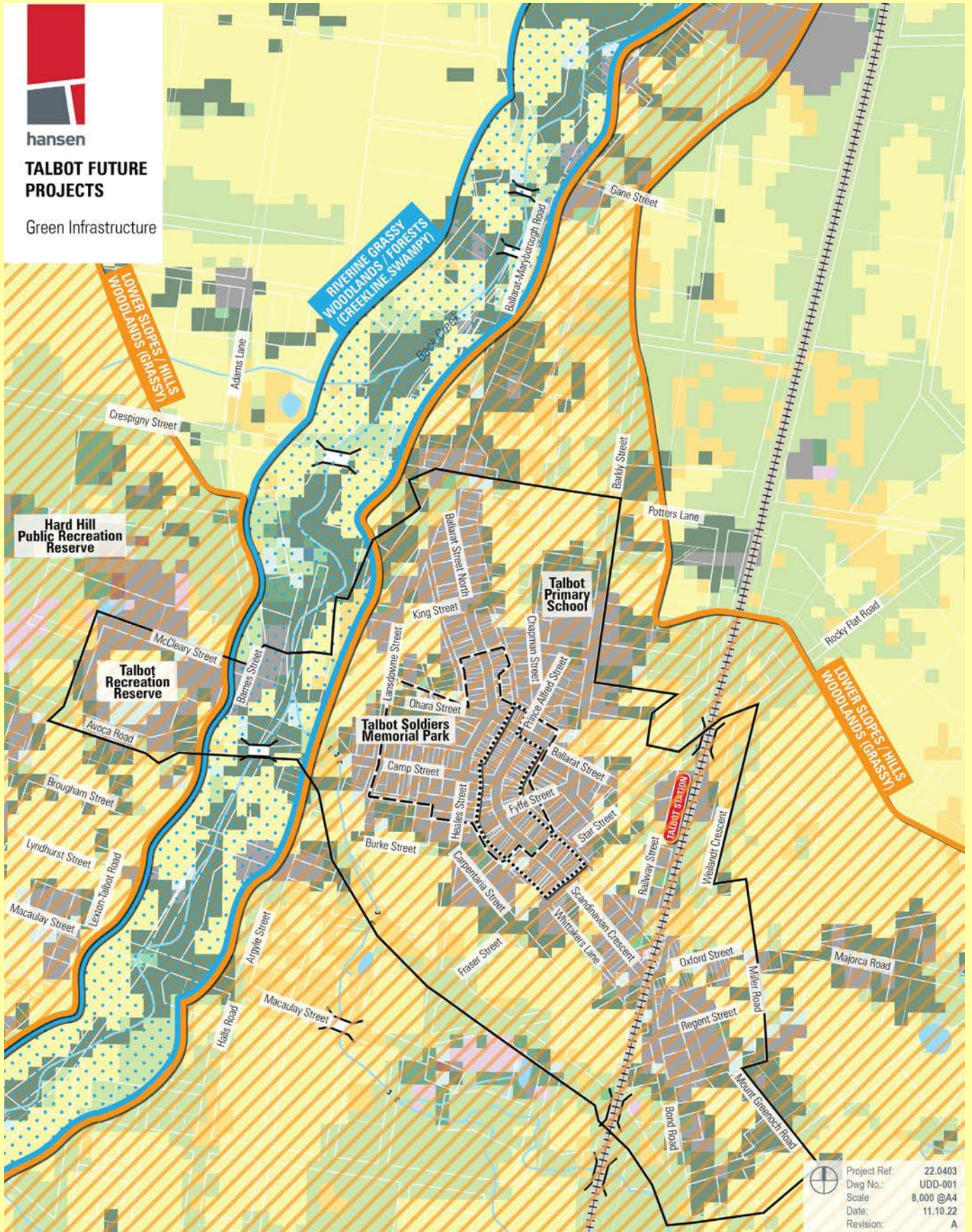
Group: Lower Slopes or Hills Woodlands (_61)

Subgroup: Grassy

This EVC is identified as Vulnerable and is described as follows:

A variable open eucalypt woodland to 15 m tall over a diverse ground layer of grasses and herbs. The shrub component is usually diverse but sparse in cover. In the Goldfields bioregion, Grassy Woodland occurs on sedimentary soils on the lowest slopes at the interface between the plains and the infertile woodlands of the sedimentary hills.

Common species within the EVC are Grey Box Yellow Gum Common Name Drooping Cassinia Golden Wattle Gold-dust Wattle Wedge-leaf Hop-bush Cranberry Heath Twiggy Bush-pea Common Rice-flower Common Eutaxia Cranberry Heath Shiny Everlasting Clustered Everlasting Bronze Bluebell Slender Fireweed Trailing Speedwell Australian Carrot Nodding Saltbush Fuzzy New Holland Daisy Sieber Crassula Stinking Pennywort Supple Spear-



hansen
TALBOT FUTURE PROJECTS
 Green Infrastructure

Hard Hill Public Recreation Reserve

Talbot Recreation Reserve

Talbot Soldiers Memorial Park

Talbot Primary School

LOWER SLOPES / HILLS WOODLANDS (GRASSY)

RIVERINE GRASSY WOODLANDS FORESTS (CREEK LINE SWAMPY)

LOWER SLOPES / HILLS WOODLANDS (GRASSY)

Legend		Land cover 2015-2019	
	Township Core (Based on Talbot Structure Plan)		Built Environment
	Core Township Historic Precinct (UDG)		Scattered Native Tree
	Scandinavian Crescent Precinct		Treed Native Vegetation
	V/Line Trainline		Native Pasture / Grassland
	Drainage Tunnel		Exotic Pasture Grassland
	Bridge		Dryland Cropping
	Waterbodies		Horticulture / Irrigated Pasture
			Hardwood Plantation
			Disturbed Ground

Project Ref: 22.0403
 Dwg No.: UDD-001
 Scale: 8,000 @A4
 Date: 11.10.22
 Revision: A

Figure 22: Biodiversity & Green Infrastructure

grass Common Wheat-grass Rough Spear-grass Grey Tussock-grass Bristly Wallaby-grass Feather Spear-grass Twining Fringe-lily and Pink Bindweed

2005 records show remaining vegetation associated with this EVC are now limited. Small patches of Creekline Grassy Woodland remains in areas along Back Creek, with a larger extent of Grassy Woodland around Hard Hill. Records of vegetation pre settlement show the same vegetation classes but much more widespread (as per Figure 22)

Endangered species

The only record for endangered or threatened species in the area are for a Little Eagle and Whiskered Tern, although south of the township records exist for the Golden Sun moth and Black eared Cockoo.

In addition, the DELWP Planning and Approvals team provided the following feedback within its submission to recent exhibition of our 'omnibus' Amendment C034cgo1 to the Central Goldfields Planning Scheme:

The Hard Hill Public Recreation Reserve in Talbot contains one of the most significant populations of Spiny Rice-Flower (Pimelea spinescens subsp. spinescens) in the State. Most recent surveys undertaken in 2022 identified over 2000 individual plants at this site. The department recommends the Vegetation Protection Overlay be applied to the vegetation areas of this site to provide for the conservation and protection of this critically endangered species. We would also recommend the status of the land be reviewed to be a nature conservation reserve, in part.

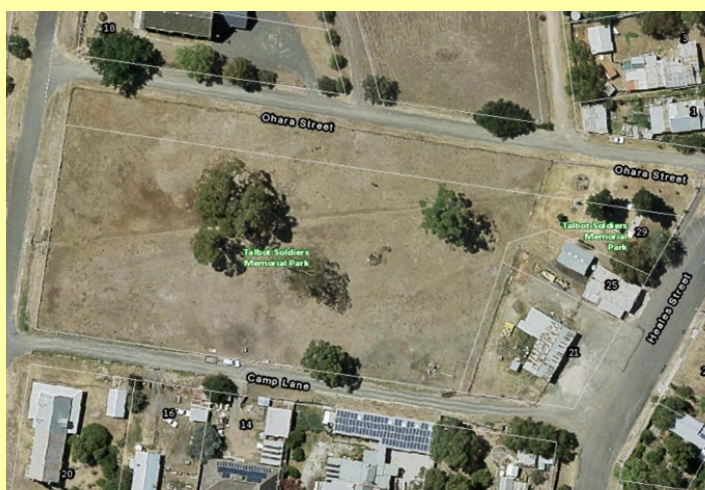
Existing areas of public open space

There are a number of existing areas of open public space which form part of Talbot's 'green infrastructure'. There is significant opportunity to better utilise these areas of public open space to both support community wellbeing, economic development through tourism and also enhance biodiversity within the township. These areas include:

Talbot Recreation Reserve – a more formal reserve dominated by the oval and built structures accommodating sporting facilities. While the Grassy Woodland is shown as extending into this reserve, in reality, vegetation is primarily more formal introduced canopy planting around the periphery of the site. Opportunities exist to improve the integration of biodiversity as part of any project to masterplan and improve the site.



Soldiers Memorial Park – only a very small portion of this site is currently utilised for passive recreation / cultural purposes, notwithstanding the recent reintroduction of Talbot's Avenue of Honour along the alignment of O'Hara Lane. There are a number of large canopy trees in the rest of the site which contribute to the landscape character of the broader town. While there are certainly opportunities for further development of this parcel, an existing drainage line is present and retention of an informal area which reflects the broader landscape within the core of the township has benefits. These could be leverage for tourism purposes through minor interventions such as paths and tables.



Pioneers Park – is a more formal park within the core of the township. It plays a key role in market days and contains important infrastructure such as public toilets, playground etc. While it contains several large canopy trees, the vegetation on site could be improved. However, any work within this area would need to have regard to its role as Talbot's NSP.



Vacant triangular parcel (Ornamental plantation) – while identified as an area of open space and clearly intended to house tree plantings at some stage, the site remains vacant and currently offers little to the landscape or biodiversity assets of the town.



Back Creek corridor – This corridor is the most important in the township in relation to green infrastructure with biodiversity values. It contains endangered vegetation, and has significant potential for improved biodiversity outcomes, as well as the potential to contribute to both tourism opportunities, and to support community accessibility, health and wellbeing outcomes.



Vegetation Cover

The area is primarily characterise by modified pasture and native grasslands with no key areas identified. The highly modified nature of the landscape around Talbot is typical of the goldfields area where mining and associated activities had a significant impact on the previous environmental conditions. The back Creek corridor contains the most significant areas of remnant tree cover.

Vegetation in the public realm: Street trees

Street trees within the township are not consistent with significant variation across different parts of the township. Increasing street tree planting within the township has been a recommendation of numerous reports. There is no consistent character of these plantings and, while the 2016 Urban Design Guidelines identified a list of 'preferred species (see Appendix 3) and the township's bushfire assessment flagged the need to manage vegetation carefully there is not yet any clear direction of how new plantings may be delivered. Given the important contribution that street trees make to the character, safety and climate change resilience, further work in this space is likely to be required. In addition, in a number of areas across the town, private plantings are present within the public verge. These make an important contribution to the townships character and need to be considered carefully as part of any change to strategy in the public realm.

Vegetation in the private realm: Gardens

The private gardens of Talbot, supported by the large lots sizes stemming from the lack of sewerage, are a defining feature of the township. While primarily on-indigenous, these planting make a significant contribution to the townships green infrastructure and would support numerous bird and insect species. They include significant number of canopy tree on private lots which form the backdrop to many of the historic buildings but also shrubs and numerous flowering species.



Private planting of verges contribute to the landscape character



Mix of native canopy and cottage plantings in private properties



Vegetation across public and private realm provides the setting for heritage forms



Cottage gardens are more prevalent in the town core



Street trees are mixed and not always complementary to heritage forms



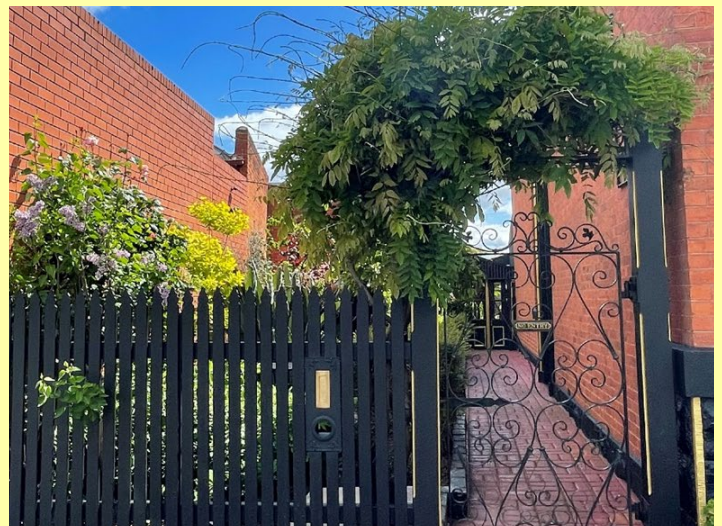
Generous nature of private plantings is highly influential on the public realm



More recent formal planting in public spaces



Views to Talbot's heritage forms are shaped by layered landscape



Private landscapes are highly influential even in the townships core

DEVELOPMENT CAPACITY ASSESSMENT

A high-level review of existing development capacity of unsewered lots, and future development capacity of the existing township zone areas when sewerred, is required to support an overall understanding of the potential future development capacity of the Township.

Talbot contains a core area of land within the Township Zone, where a heritage overlay (HO208 – Talbot Area) also applies.

In terms of existing subdivision patterns, many of the existing properties within the township include multiple parcels.

Smaller lots are generally located along key roads, such as Ballarat Street North, part of Ballarat Street, Camp Street, Scandinavian Crescent, and Oxford Street.

This assessment does not consider existing development capacity that may be available in land surrounding the Township Zone area, including land within the Rural Living Zone, Farming Zone or Low Density Residential Zone. Understanding development capacity of the Talbot statistical area would need to consider development potential in these surrounding areas.

Development infrastructure

Talbot currently has no access to sewerage which is a widely acknowledged constraint on development. The township area does, however have access to all other expected services including potable water and electricity. These services could be expanded but would be at the cost of the individual or developer.

There is some potential issues in the ambitions to provide significant amounts of new green infrastructure in the form of canopy vegetation and Council current agreement with Powercor.

Any new development in the town may also require the upgrading of roads and footpaths within the township

Council also provides waste collection services to the township. While there are stated aspirations to increase the provision and rates of recycling in the township there is currently no infrastructure to support these ambitions. A Refuse Centre is located on public land to the north east of the railway station

Existing Development Capacity of Township Zone - Unsewered

To calculate existing development capacity of the Township Zone areas, the following types of proposals need to be considered:

- Development of dwellings on existing vacant lots in the Township Zone. This includes consideration of proposals relating to:
 - The development of a single dwelling on a vacant (dwelling-free) lot,
 - The development of two or more dwellings on a vacant (dwelling-free) lot

It is noted that the above, this could be in the context of where the property the lot is part of is developed with a dwelling, but that dwelling is located on another lot in the property. This is due to many properties within Talbot comprising multiple individual lots.

Subdivision of existing lots into additional lots in TZ to be developed for dwellings.

For the purposes of this assessment, a minimum area of 5,000sqm has been adopted as the area necessary to achieve approval of a dwelling, and 10,000sqm for the subdivision of an existing lot into additional lots.

This is based on a 5,000sqm being the current minimum site area required for approval of dwelling, nominated in Council's Population, Housing and Residential Settlement Strategy (Adopted May 2020, refer to page 51). It is noted in the strategy that:

"... This assessment is based upon the current requirement for a minimum site area of at least 5,000sqm for approval of an additional dwelling. This minimum site area is to provide for onsite sewerage disposal, and is likely to mean that multiple existing allotments would need to be amalgamated before construction of a dwelling would be approved.

A representative of Council's Statutory Planning Department has noted that 5,000sqm isn't a requirement as such, but rather it should be considered an estimate of land area needed to provide for onsite sewerage disposal. This would potentially entail a sufficiently sized effluent field for 3-4 bedroom dwelling, space for the dwelling, gardens and outbuildings, and sufficient setbacks from the field to boundaries, buildings and waterways.

It is also noted that the use of land for a dwelling must meet requirements under Clause 32.05-3 in the planning scheme. That clause includes the requirement that:

Each dwelling must be connected to reticulated sewerage, if available. If reticulated sewerage is not available, all wastewater

from each dwelling must be treated and retained within the lot in accordance with the requirements of the Environment Protection Regulations under the Environment Protection Act 2017 for an on-site wastewater management system.



Figure 23: Map 6 - Undeveloped Urban Residential Land Supply, Talbot – from the Residential Land Supply & Demand Assessment (October 2019, p.40)- Spatial Economics

Population Housing and Residential Settlement Strategy Calculation – broadhectare lots

Fifteen (15) additional dwellings is considered the “realistic capacity” for Talbot in the Population, Housing and Residential Settlement Strategy (adopted May 2020).

Fifteen dwellings is based on findings from within the Residential Land Supply and Demand Assessment (Spatial Economics, 2019), which informed the Population, Housing and Residential Settlement Strategy.

The Spatial Economics assessment identified that in March 2019, zoned broadhectare lot supply in Talbot was 15 lots, while there was 39 vacant urban lots.

In regard to the vacant urban lots, the assessment notes at Page 41 that “Although there are 39 vacant lots identified in Talbot (i.e. sized less than 5,000 sqm) it is considered that these lots

will not be available for development due to soil capabilities/ size of allotment not being suitable to support septic tank waste systems.”

The area of the zoned broadhectare lots in the assessment is based on ‘parent parcel size’. Parent lot size refers to the size of an allotment prior to subdivision.

Spatial Economics identified 8 broadhectare lots (with a total of 7.4ha), resulting in an estimated dwelling yield of 15.

Calculation based on individual lots (Hansen Partnership)

Using a minimum area of 5,000sqm as the area necessary to achieve approval of a dwelling, and 10,000sqm for the subdivision of an existing lot into additional lots, we consider that eight (8) additional dwellings could be developed under an unsewered scenario.

The individual lots greater than 5,000sqm in the Township Zone are currently observed to be:

- 1\TP160124 – 10,936.11sqm – assumed to be Vacant – assume 2 new dwellings
- 1\TP129137 – 11,616.69sqm – assumed to be developed with a dwelling – assume 1 additional dwelling
- 30~J\PP5755 – 6,826.79sqm – assumed to be vacant – assume 1 new dwelling
- 1\TP131992 – 7,504.26sqm – assumed to be vacant – assume 1 new dwelling
- 8A~K\PP5755 – 5,134.12sqm – assumed to be vacant – assume 1 new dwelling
- Part of 1\TP160125 – area of part of parcel: approx. 17,000sqm – assumed to be developed with a dwelling – assume 2 additional dwellings.

This calculation is on the basis that the 5,000sqm threshold is applied to individual lots (and not parent lots), and the assumption that no lots will be amalgamated/ consolidated to reach 5,000sqm or 10,000sqm.

Future Development Capacity of Township Zone - Sewered

Under a future scenario where the township zone areas are sewerred, the minimum thresholds of 5,000sqm for approval of a dwelling, and 10,000sqm for the subdivision of an existing lot into additional lots, are no longer considered.

For the purposes of providing an estimate of future development capacity under the sewerred scenario, the following is assumed:

- A new dwelling on each undeveloped lot 400sqm or greater.
- A minimum size of 800sqm is the threshold at which it is assumed a vacant lot is subdivided into two lots of minimum 400sqm (providing for the development of two dwellings).
- A minimum size of 800sqm is the threshold at which it is assumed a developed lot with an existing dwelling is subdivided into two lots of 400sqm (providing for the development of an additional dwelling).

In addition:

- We have assumed that owners of properties and lots with existing dwellings, would seek to maximise the number of lots that could be generated through subdivision. We assumed that this would involve in some instances the demolition of existing dwellings, or reduction in the outdoor space associated with the primary dwelling in the subdivision, to maximise potential yield.
- The calculation are based on properties (see in Figure 25) rather than individual lots (shown in Figure 24) with the presumption that to develop these properties, a reconfiguration of existing lots within individual properties is a likely outcome.
- For some of the larger lots to be subdivided (generally those above 2000sqm), we have deducted around 15% from the available lot size in account of internal roadways and other infrastructure that may needed.
- The demolition of dwellings is assumed to occur within the Talbot Area Heritage Overlay (but not of significant buildings).
- We have however excluded the potential for subdivision lots which have existing buildings likely to be of heritage value which take up the majority of a lot.
- Public land, including that currently zoned Township has also been excluded, as have small anomalous lots which are unlikely to accommodate any dwelling.

This scenario also assumes that:

- No smaller lots in different properties will be amalgamated (consolidated) to reach 400sqm, and
- No undevelopable smaller lots would be amalgamated (consolidated) alongside an existing lot greater than 400sqm to reach 800sqm for subdivision (e.g. a land owner consolidating a 650sqm developable lot and 3x 50sqm undevelopable lots to enable 2 developable lots), or other similar combinations.

A 400sqm minimum lot size is assumed as that threshold provides a level of consistency with the *Talbot Urban Design Guidelines* (2016, Michael Smith and Associates), which identifies at Page 40 a minimum lot size for development of 400sqm.

Under this sewerred scenario, we estimate that an additional 718 dwellings could be developed in the existing Township Zone areas. This figure is an estimation only. The calculation requires further ground-truthing to confirm the accuracy of aerial imagery and GIS data relied upon.

It is noted that LSI01 extends across the north-western edge of the township zone area. Within this overlay, the suitability for development of some or all of lots may be limited.

In addition, analysis of key view lines and further analysis of existing heritage values of the township may identify other lots across the township which are potentially unsuitable for development.

This reduction in capacity in response to heritage and environmental constraints could potentially be offset against the identification of additional areas for development outside the existing Township zoned land.

Some consideration of opportunities for Low Density Residential land (which has a minimum lot size of 2000sqm when sewerred or 4000sqm without sewer access, in areas on the periphery of the township currently zoned for Rural Living may also increase the growth capacity of the township.

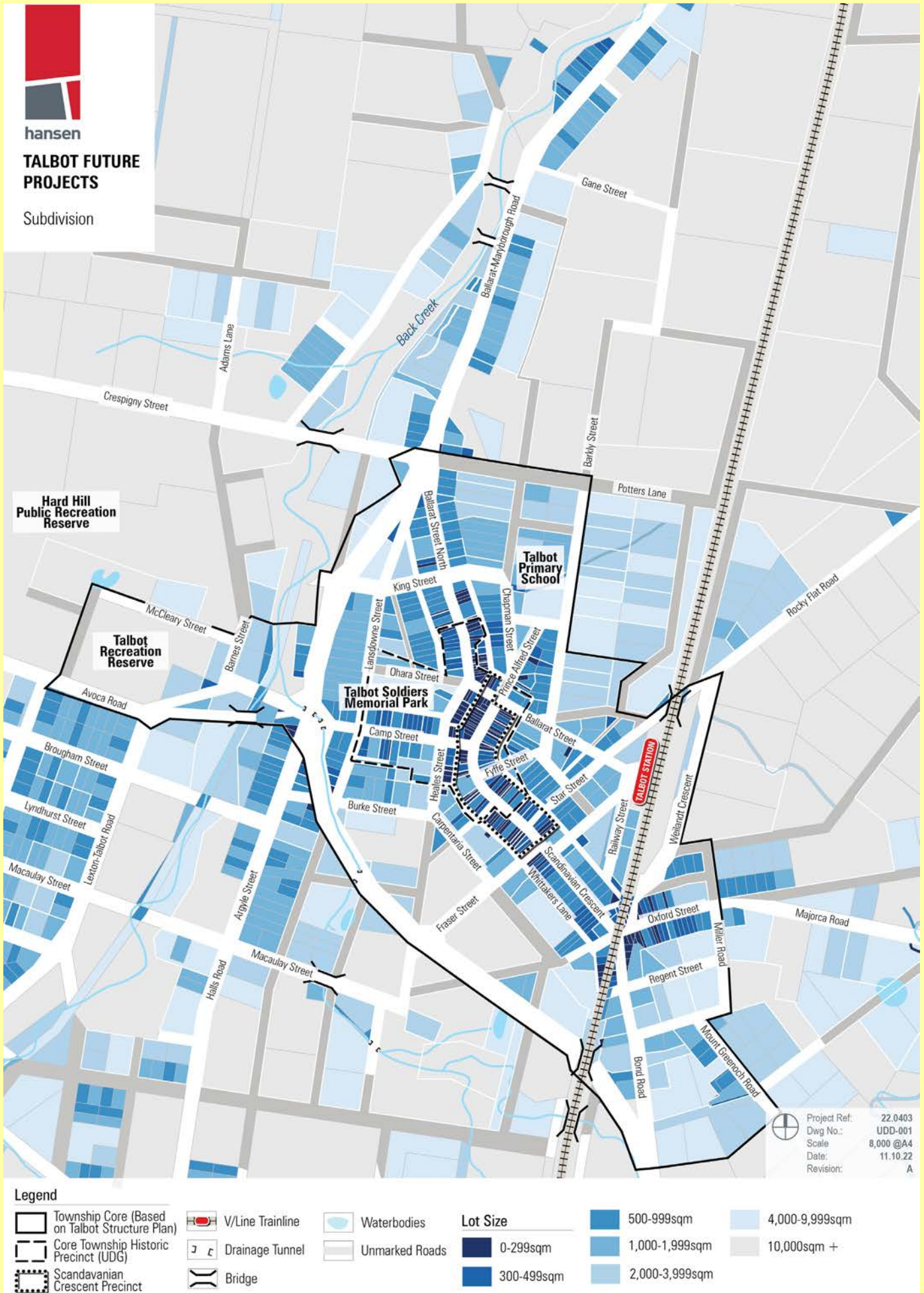


Figure 24: Existing subdivision pattern

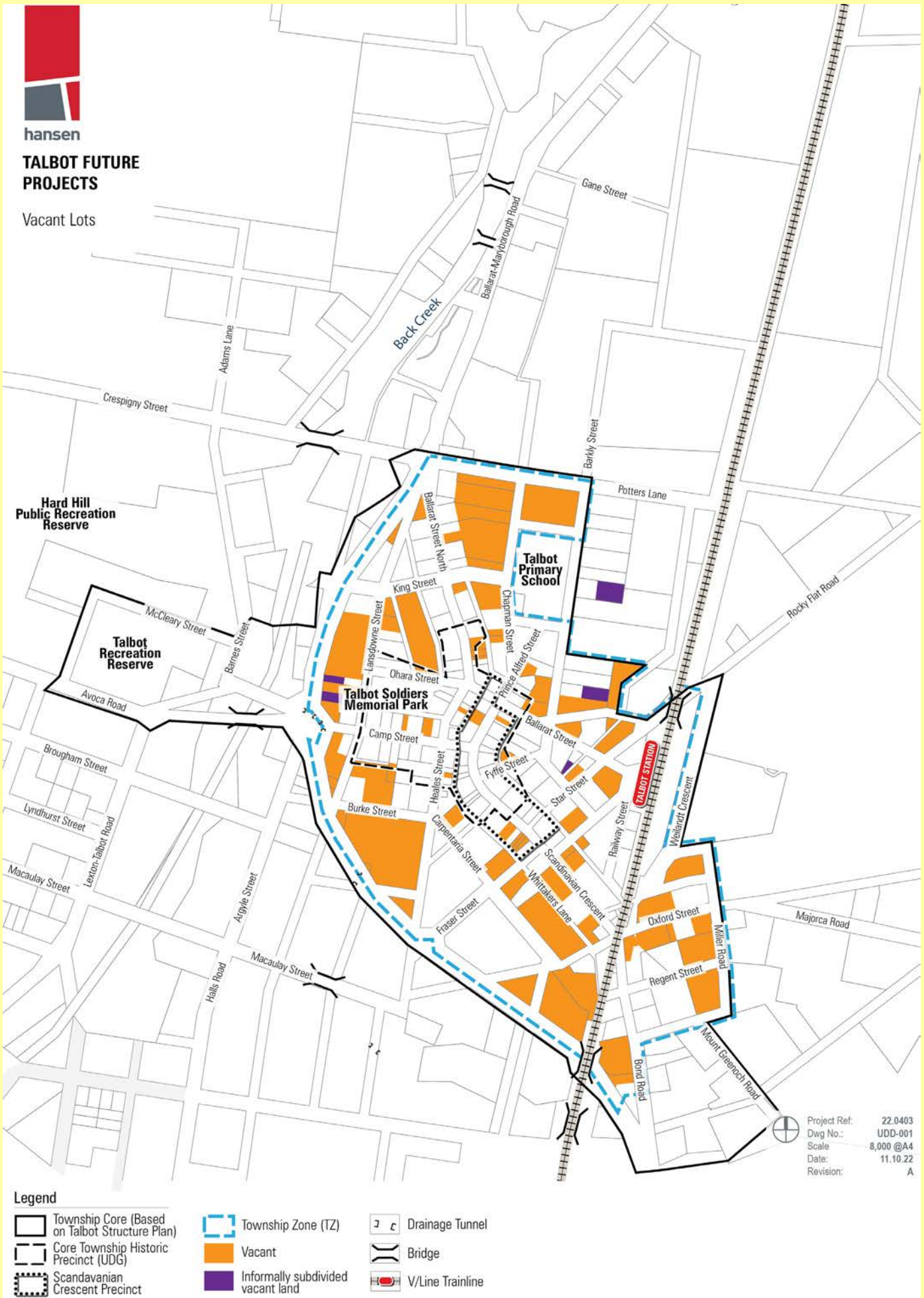


Figure 25: Existing properties and vacant land

CULTURAL HERITAGE

Given the type and scope of the project no direct engagement has been undertaken with the Traditional Owners of the land on which Talbot is located. Nonetheless it is important to ensure the project has an understanding of the history and background of the landscape and area from the viewpoint of those Traditional custodians. The Regional Catchment Strategy (RCS) undertaken recently included documentation of the cultural values of the area and has formed the basis for this documentation. No assessment or recommendations are made on the basis of this documentation, on the grounds that any determination as such should be driven by the Traditional Owners.

In addition to the background documented in Appendix 4, which is drawn from the RCS, it is noted that the Dja Dja Wurrung Registered Aboriginal Party have prepared their own plan to guide how their Country is planned and managed, Dhelkunya Dja.

From a planning perspective, a number of areas in close proximity to the township are identified as being potentially of Cultural Heritage Significance and are therefore subject to the State mandated Cultural Heritage Management Plan process. This is applied within a certain distance of waterways in recognition of their importance as part of the broader landscape to Traditional Owners. There are no individual sites identified, although the presence of an important Birthing Tree in the wider district is acknowledged. The areas identified by the Cultural Heritage Significance Overlay includes parts of the Township zoned land on the western edges

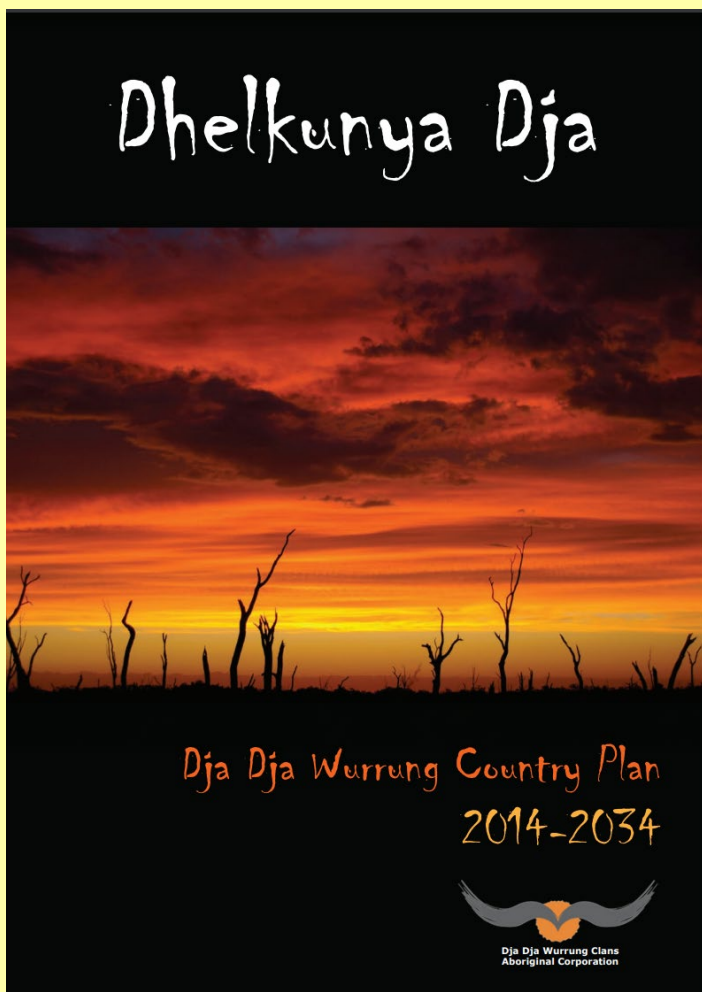
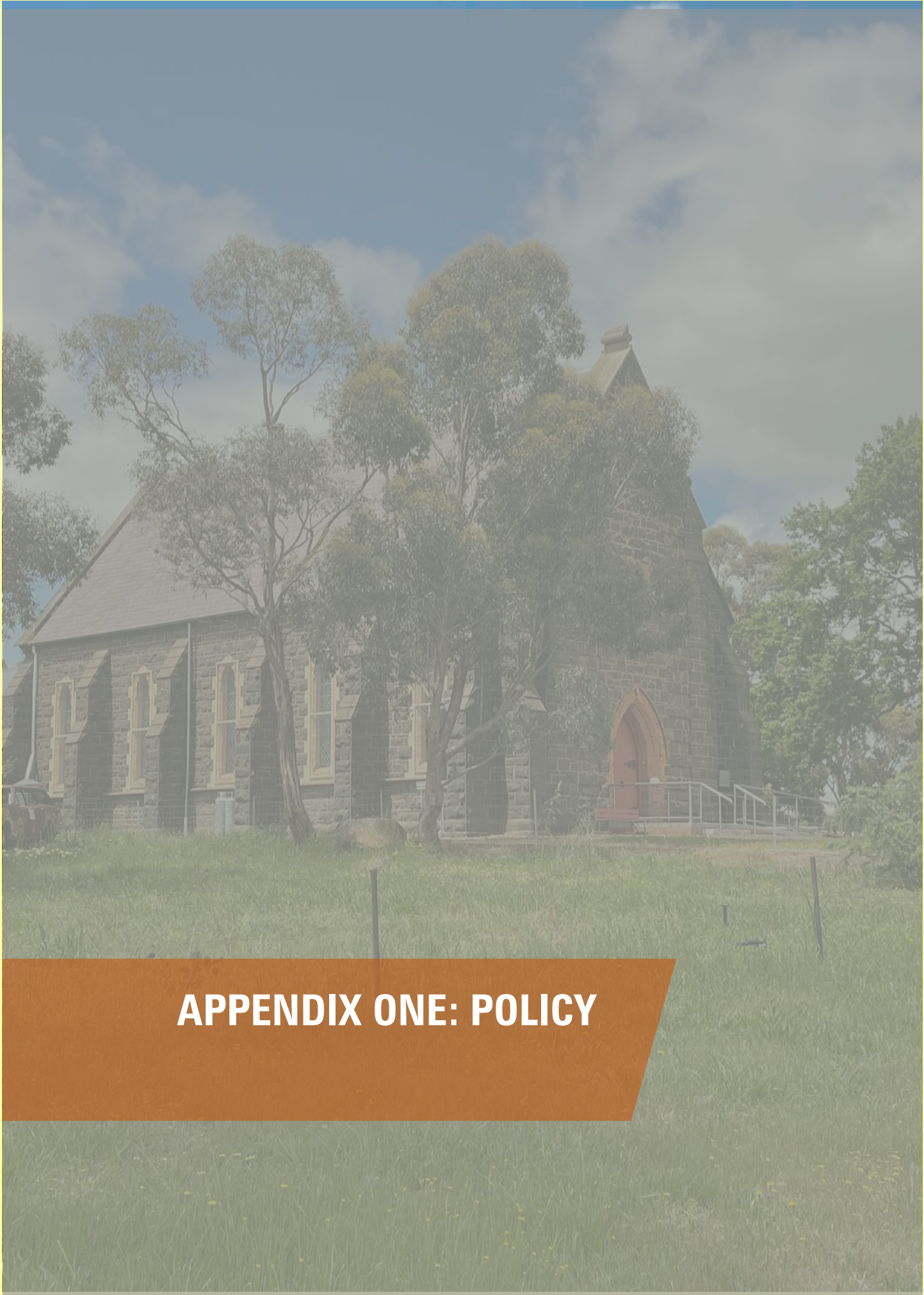


Figure 26: Areas of potential cultural heritage significance for which a CHMP would be triggered.



APPENDIX ONE: POLICY

Planning Policy Details

Settlement

State Policy sets out the principles for identifying areas for growth and the expectations in terms of land supply.

Clause 02-03-1 (Settlement) identifies Talbot as a 'local community centre', the role of which is to provide "mainly day to day convenience shopping". This Clause also specifies that the townships' identity is "defined by town's heritage character, particularly Scandinavian Crescent and Camp Street". Relevant settlement strategies include directing development to infill lots that are suitable for development in Talbot and encouraging a more compact urban form.

Clause 11.01-1L (Settlement - Central Goldfields Planning Scheme (CGPS)) supports the provision of low density and rural living opportunities around the periphery of Talbot where they do not conflict with environmental and agricultural objectives and where infrastructure can be supplied in a cost-effective way.

Environmental and landscape values

Clause 02.03-2 (Environmental and landscape values) highlights that there is a need to protect and enhance the natural environment to protect ecological processes while providing for continued land use change.

12.01-2S (Native vegetation management) sets the objective to mitigate deterioration of native vegetation. Allocates the use of the Guidelines for the removal, destruction or lopping of native vegetation (Department of Environment, Land, Water and Planning, 2017) which includes the three step approach to:

- Avoid the removal, destruction or lopping of native vegetation.
- Minimize impacts from the removal, destruction or lopping of native vegetation that cannot be avoided.
- Provide an offset to compensate for the biodiversity impact from the removal, destruction or lopping of native vegetation.

Protecting the Talbot districts' volcanic rises as a significant landscape is a key strategy at Clause 02.03-2 (Environmental and landscape values)

Environmental risks and amenity

The environmental risks and amenity policy are contained in clause 13 to concerning development with factors including climate change impacts, bushfire risk, floodplains, soil degradation, noise, air quality and amenity, human health and safety.

The CGPS Contains no locally applicable content / directions.

Natural resource management

State policy for natural resource management is included at clause 14. Generally, strategy revolves around preserving agriculture, water and natural resources whilst also managing the conflicts with urban development.

Clause 14.02-2L (Water quality - Central Goldfields) seeks to ensure that any effluent disposal systems in unsewered areas are located and maintained to minimise the risk of pollution to waterways.

Built Environment

Clause 15.01-1 (Built Environment) contains policy to the urban design, building design and subdivision design as well as strategies to achieve broader goals of achieving healthy neighbourhoods, neighbourhood character and design for rural areas. General themes to these clauses are to develop an identity and character of new developments that are of high amenity and give people the opportunity to access green space and public transport.

Clause 02.03-5 (Built environment and heritage) identifies that the main street Talbot is amongst the most intact heritage streetscapes in the Goldfields region, while the Talbot Structure Plan (Clause 02.04) identifies the central core of Talbot as a 'Conservation Precinct' where "historic urban form, heritage buildings and streetscapes" are to be protected and enhanced.

Housing

Clause 16.01 (Residential Development) firmly outlines the requirement of the council to provide adequate housing supply that is supported with a "high level of internal and external amenity". Housing affordability is a strong pillar to the policy whereby housing variety and accessibility at a range of incomes should be available to the community. The 16.01-3S Clause (Rural residential development) sets the strategy of development so that it does not occur on high quality agricultural land uses. It ensures the integrity of the surrounding environmental is maintained and policy encourages that housing development should be supported through a housing and settlement strategy.

CGPS contains no locally applicable content / directions.

Economic development

Clause 17.04-1S (Facilitating tourism) sets the objective to create social and cultural destinations that are also compatible with surrounding uses and the natural environment.

Clause 17.03-1L (Industrial land supply - Central Goldfields) encourages industrial development in rural areas and within unsewered urban areas where a number of criteria are

demonstrated to be met, specifically:

- The industry cannot be located in an established industrial zone.
- A sufficient standard of road access is available or can be provided.
- Effluent can be contained within the site and there is a method of disposal that minimises the potential for pollution to waterways and groundwater systems.
 - A reliable potable water supply is available.
 - Detrimental impacts on the following are minimised:
 - Adjacent productive agricultural land.
 - The visual amenity of the rural landscape.
 - The amenity of adjacent residential land.

On a regional basis (all Clause 17.01-1R Diversified economy – Loddon Mallee South):

- the ongoing role and contribution of the region’s small towns, including Talbot, through investment and diversification of the local economy is supported.
- emerging and potential growth sectors such as tourism, renewable energy, resource recovery and other green industries are supported.
- new manufacturing and food processing industries that build on supply chains and take advantage of well-located and affordable land are to be facilitated.

On a regional basis, tourism opportunities in appropriate locations near heritage places and natural environments are to be facilitated (Clause 17.04-1R (Tourism – Loddon Mallee South)).

Transport

Clause 18.01 (land use and transport) largely describes the need to provide access to public transport that is convenient and accessible to both urban and rural areas in Victoria. Furthermore, development should coincide and be based around transport connections.

CGPS contains no locally applicable content / directions.

Infrastructure

Clause 19.02 (community infrastructure) advocates for sufficient provision of health, education and cultural facilities to the community. Additionally, open space and social infrastructure is to equally be prioritised in development.

The development infrastructure clause at 19.03 includes the need to provide an adequate integrated water management and a development and infrastructure contributions plan.

Clause 19.03-3L (Integrated water management – Central Goldfields) seeks to ensure effluent disposal systems can be contained within the site and to minimise the potential for pollution if reticulated sewerage is not available.

On a regional basis, ongoing investment in water infrastructure and management of water resources to enhance security and efficiency of water supply to irrigators, farms and urban areas is supported. (Clause 19.03-3R Integrated water management. – Loddon Mallee South).

Also on a regional basis, development in renewable energy, waste to energy, carbon sequestration and other new energy opportunities is supported and to be facilitated (Clause 19.01-2R Renewable energy – Loddon Mallee South).

Zones

TZ - Township Zone

Applies to the central core of the township. The local Schedule contains no variations.

LDRZ - Low Density Residential Zone

Applies to a small area of land north of the township core, on the east side of the Ballarat – Maryborough Road. The local Schedule contains no variations.

RLZ - Rural Living Zone

Applies to land surrounding the central core of the township. The local Schedule contains no variations.

FZ - Farming Zone

Applies to land surrounding the township, beyond the Rural Living Zone. The local Schedule applies a minimum subdivision area of 40ha, and a minimum area for which no permit is required to use land for a dwelling also of 40ha.

PPRZ - Public Park and Recreation Zone

Applies to the Talbot Football Ground and the Hard Hill Public Recreation Reserve to the west of the township core.

PUZ - Public Use Zone

PUZ1 - Service and Utility

PUZ2 - Education

PUZ3 - Health and Community

PUZ6 - Local Government

PUZ7 - Other Public Use

Transport Zone

TRZ1 - State Transport Infrastructure: Applies to the Mildura line, which passes through Talbot and includes the Talbot Train Station.

TRZ2 - Principal Road Network: Applies to the Ballarat – Maryborough Road and to the Lexton – Talbot Road.

TRZ3 - Significant Municipal Road: Applies to Ballarat Street North, Avoca Road, Camp Street, Scandinavian Street, Oxford Street and Majorca Road.

Overlays

Bushfire Management Overlay

Applies to parts of the Hard Hill Public Recreation Reserve and some RLZ lots on the western periphery of the study area. No local Schedule applicable.

Erosion Management Overlay

Applies to the whole of the study area. The local Schedule exempts the use and development of an outbuilding having an area of less than 120 square metres.

Heritage Overlay

HO208 (Talbot area) applies to all TZ land and RLZ parcels between Bond and Mt Greenoch Road to the south of the township core

HO132 applies to the Amherst Cemetery and is not currently listed in the local HO Schedule.

Land Subject to Inundation Overlay & Land Subject to Inundation Overlay Schedule 1

Both apply to the same areas of land:

- A large swathe of land that in part follows the general alignment of Back Creek and in part follows the general alignment of the Ballarat Maryborough Road.
- Parts of the Amherst Bushland Reserve to the west of the township

The local Schedule exempts:

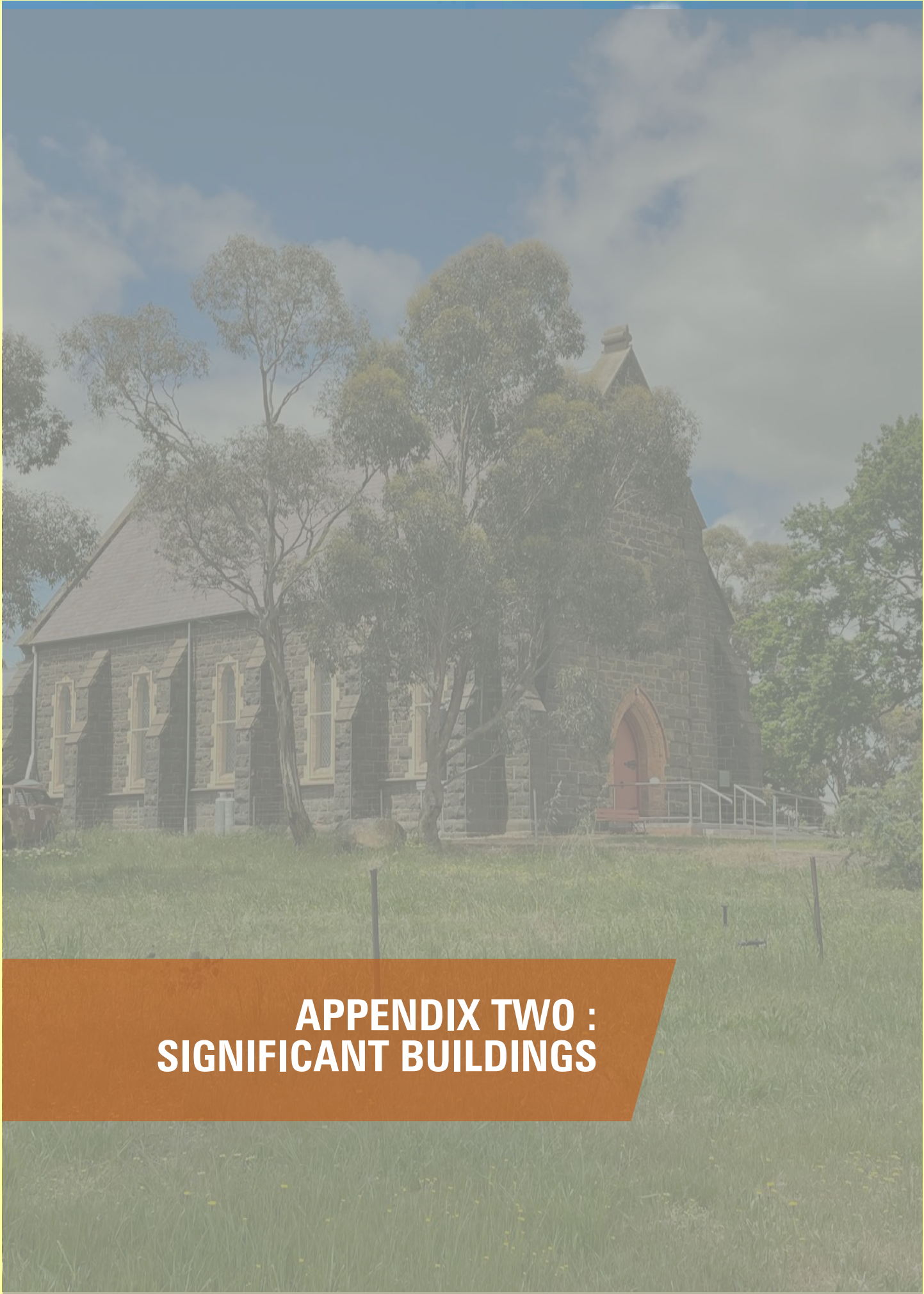
- The construction of an outbuilding with an area of less than 120

square metres.

- Repairs and routine maintenance to existing buildings and works, excluding levees.
- Buildings and works associated with passive recreation.

Salinity Management Overlay

Applies to the whole of the study area. The local Schedule exempts the use and development of an outbuilding having an area of less than 120 square metres.



APPENDIX TWO : SIGNIFICANT BUILDINGS

Township of Talbot

Former Talbot Borough Hall, Ballaarat Street	411
A.N.A. Hall, Ballaarat Street, corner Heales Street	413
Ramsay shop and residence, Ballaarat Street North	414
Former Bull and Mouth Hotel, Ballaarat Street	416
Former Burdess Residence, Barkly Street	424
Former Presbyterian Manse, Bond Street (see former Presbyterian Church, Heales Street)	
Former Willox Residence, Bond Street, corner Mount Greenock Road	428
Former Church of England vicarage, Brougham Street, corner Russell Street (see St Michael's Church of England, Lansdowne Street)	
Former Hoskins Residence, Camp Street, corner Heales Street	434
Post and Telegraph Office, Camp Street, corner Heales Street	436
Former Court House, Camp Street	438
Free Library (Former Court of Petty Sessions), Camp Street	439
Former Dowling Residence, Camp Street	441
Former Primitive Methodist Church, Camp Street	442
Shops and residence, Camp Street, corner Scandinavian Crescent	446
Former Elder residence, Camp Street	448
Former Camp Hotel, Camp Street, corner Heales Street	449
Former Wesleyan Church, Camp Street	453
Fire Brigade Engine House, Heales Street	457
Former Police quarters, lock-up and stables, Heales Street	458
Former Sub-Treasury, Heales Street	460
Former Presbyterian Church, Heales Street and former Presbyterian Manse, Bond Street	461
Former London Chartered Bank Coach House and Stables, Heales Street (see Former London Chartered Bank, Scandinavian Crescent)	
St Michael's Church of England, Lansdowne Street, corner O'Hara Street and former Vicarage, Brougham Street, corner Russell Street	
Talbot Railway Station, Railway Street	463
Prince Alfred State School No.954 and former Common School, Rowe Street	471
Former Commercial Hotel, Scandinavian Crescent and Fyfe Street	475
Shop, Scandinavian Crescent (see Shops and residence, Camp Street, corner Scandinavian Crescent)	479
Former London Chartered Bank, Scandinavian Crescent and former Coach House and Stables, Heales Street	483
Former Talbot Gas Works, Whittakers Lane	490

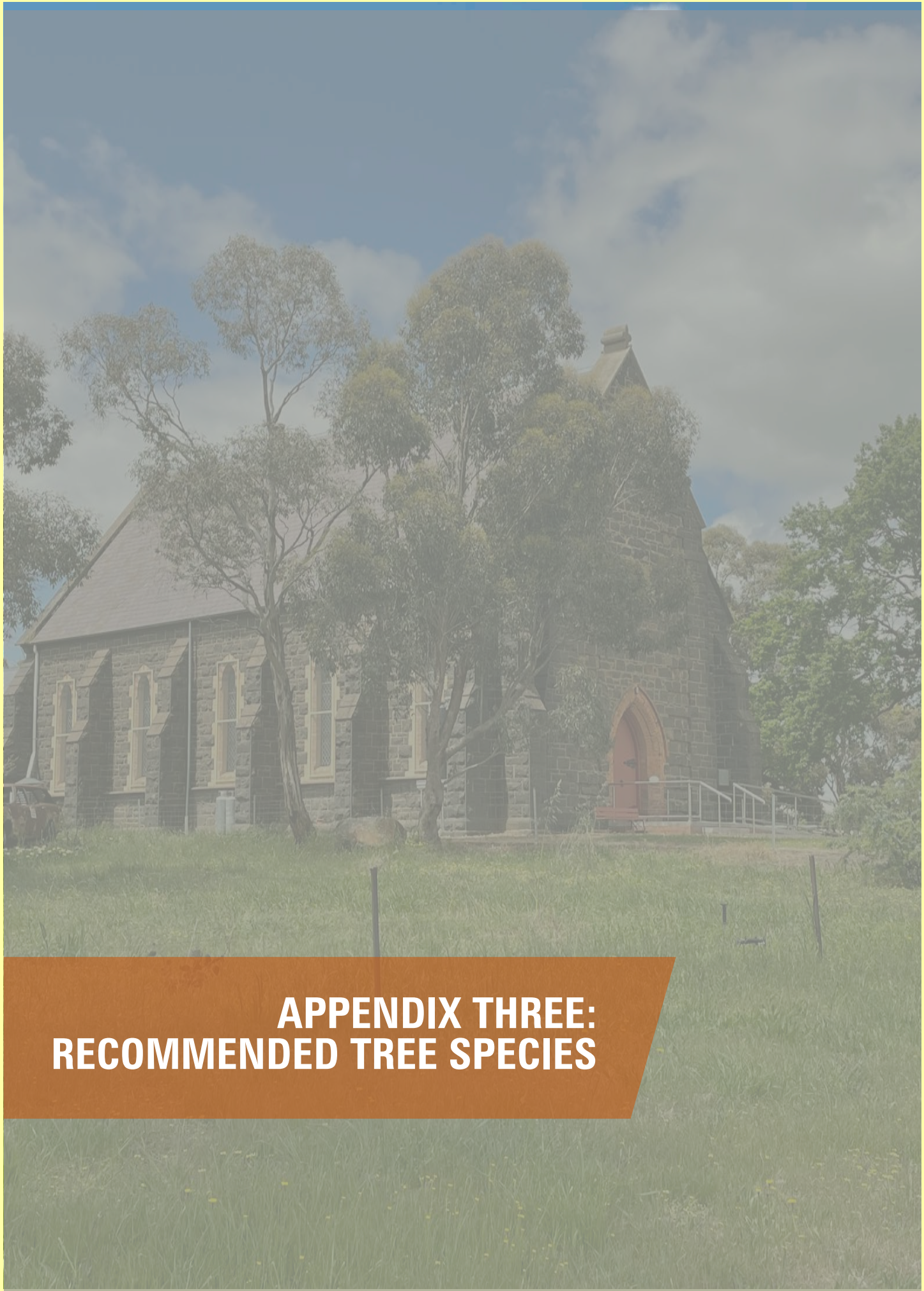
Township of Talbot

Former Talbot Borough Hall, Ballaarat Street	411
A.N.A. Hall, Ballaarat Street, corner Heales Street	413
Ramsay shop and residence, Ballaarat Street North	414
Former Bull and Mouth Hotel, Ballaarat Street	416
Former Burdess Residence, Barkly Street	424
Former Presbyterian Manse, Bond Street (see former Presbyterian Church, Heales Street)	
Former Willox Residence, Bond Street, corner Mount Greenock Road	428
Former Church of England vicarage, Brougham Street, corner Russell Street (see St Michael's Church of England, Lansdowne Street)	
Former Hoskins Residence, Camp Street, corner Heales Street	434
Post and Telegraph Office, Camp Street, corner Heales Street	436
Former Court House, Camp Street	438
Free Library (Former Court of Petty Sessions), Camp Street	439
Former Dowling Residence, Camp Street	441
Former Primitive Methodist Church, Camp Street	442
Shops and residence, Camp Street, corner Scandinavian Crescent	446
Former Elder residence, Camp Street	448
Former Camp Hotel, Camp Street, corner Heales Street	449
Former Wesleyan Church, Camp Street	453
Fire Brigade Engine House, Heales Street	457
Former Police quarters, lock-up and stables, Heales Street	458
Former Sub-Treasury, Heales Street	460
Former Presbyterian Church, Heales Street and former Presbyterian Manse, Bond Street	461
Former London Chartered Bank Coach House and Stables, Heales Street (see Former London Chartered Bank, Scandinavian Crescent)	
St Michael's Church of England, Lansdowne Street, corner O'Hara Street and former Vicarage, Brougham Street, corner Russell Street	463
Talbot Railway Station, Railway Street	471
Prince Alfred State School No.954 and former Common School, Rowe Street	475
Former Commercial Hotel, Scandinavian Crescent and Fyfe Street	479
Shop, Scandinavian Crescent (see Shops and residence, Camp Street, corner Scandinavian Crescent)	
Former London Chartered Bank, Scandinavian Crescent and former Coach House and Stables, Heales Street	483
Former Talbot Gas Works, Whittakers Lane	490

Township of Talbot

Basalt barn or outbuilding, Argyle Street	408
Residence, Argyle Street	
Standpipe, Argyle Street (see Talbot Reservoir, Parish of Caralulup)	409
Residence, Ballaarat Street East	
Former Talbot Borough Hall, Ballaarat Street	410
A.N.A. Hall, Ballaarat Street, corner Heales Street	411
Ramsay shop and residence, Ballaarat Street North	413
Residence, Ballaarat Street North	414
Former Bull and Mouth Hotel, Ballaarat Street	415
Residence, Ballaarat Street North	416
Residence, Ballaarat Street North	418
Former Flour Mill, Ballaarat Street North	419
Residence, Ballaarat Street North	420
Residence, Ballaarat Street North	421
Residence, Ballaarat Street North, corner Crespigny Street	422
Former Burdess Residence, Barkly Street	423
Residence, Barkly Street	424
Former Presbyterian Manse, Bond Street (see former Presbyterian Church, Heales Street)	425
Residence, Bond Street, corner Regent Street	426
Former Flynn Residence, Bond Street, corner regent Street	427
Former Willox Residence, Bond Street, corner Mount Greenock Road	428
Residence, Bond Street, corner Mount Greenock Road	429
Residence, Bond Street	430
Former Church of England vicarage, Brougham Street, corner Russell Street (see St Michael's Church of England, Lansdowne Street)	
Residence, Bulwer Street	431
Talbot Public Park and Recreation Reserve, Bulwer Street	432
Former Hoskins Residence, Camp Street, corner Heales Street	434
Post and Telegraph Office, Camp Street, corner Heales Street	436
Former Court House, Camp Street	438
Free Library (Former Court of Petty Sessions), Camp Street	439
Former Dowling Residence, Camp Street	441
Former Primitive Methodist Church, Camp Street	442
Former Dunach State School No. 1412, Camp Street, corner Lansdowne Street	445
Shops and residence, Camp Street, corner Scandinavian Crescent	446
Former Elder residence, Camp Street	448
Former Camp Hotel, Camp Street, corner Heales Street	449
Residence, Camp Street, corner Heales Street	451
Court House Hotel, Camp Street	

Court House Hotel, Camp Street	451
Former Wesleyan Church, Camp Street	452
Residence, Chapman Street	453
Soldiers Memorial Park, Heales Street, corner O'Hara Street and Lansdowne Street	454
Fire Brigade Engine House, Heales Street	455
Former Police quarters, lock-up and stables, Heales Street	457
Former Sub-Treasury, Heales Street	458
Former Presbyterian Church, Heales Street and former Presbyterian Manse, Bond Street	460
Former London Chartered Bank Coach House and Stables, Heales Street (see Former London Chartered Bank, Scandinavian Crescent)	461
St Michael's Church of England, Lansdowne Street, corner O'Hara Street and former Vicarage, Brougham Street, corner Russell Street	
Residence, Oxford Street	463
Standpipe, Oxford Street (see Talbot Reservoir, Parish of Caralulup)	465
Back Creek National School site, Peel Street	466
'Bolties Bridge', Peel Street	467
Former Edwards Shop and residence, Prince Alfred Street	468
Residence, Prince Alfred Street	469
Residence, Prince Alfred Street	470
Talbot Railway Station and railway residences, Railway Street	471
Ornamental Plantation Reserve, Railway Street, corner Grey St	472
Former Roman Catholic Church, Regent Street	473
Prince Alfred State School No.954 and former Common School, Rowe Street	475
Former Talbot Leader Office, Scandinavian Crescent	476
Residence, Scandinavian Crescent	477
Former 'London House', Scandinavian Crescent	478
Former Commercial Hotel, Scandinavian Crescent and Fyfe Street	479
Residence, Scandinavian Crescent, corner Star Street	480
Former Burdess Shop, Scandinavian Crescent, corner Ballarat St	481
Shop, Scandinavian Crescent (see Shops and residence, Camp Street, corner Scandinavian Crescent)	
Shop, Scandinavian Crescent	482
Former London Chartered Bank, Scandinavian Crescent and former Coach House and Stables, Heales Street	483
Former Bank of Australasia, Scandinavian Crescent	484
Former Phoenix Hotel, Scandinavian Crescent	485
Former Bach Butchers Shop, Scandinavian Crescent	486
Former Shop, Scandinavian Crescent	487
Former Shops, Scandinavian Crescent	488
Residence, Scandinavian Crescent, corner Fraser Street	489
Former Talbot Gas Works, Whittakers Lane	490

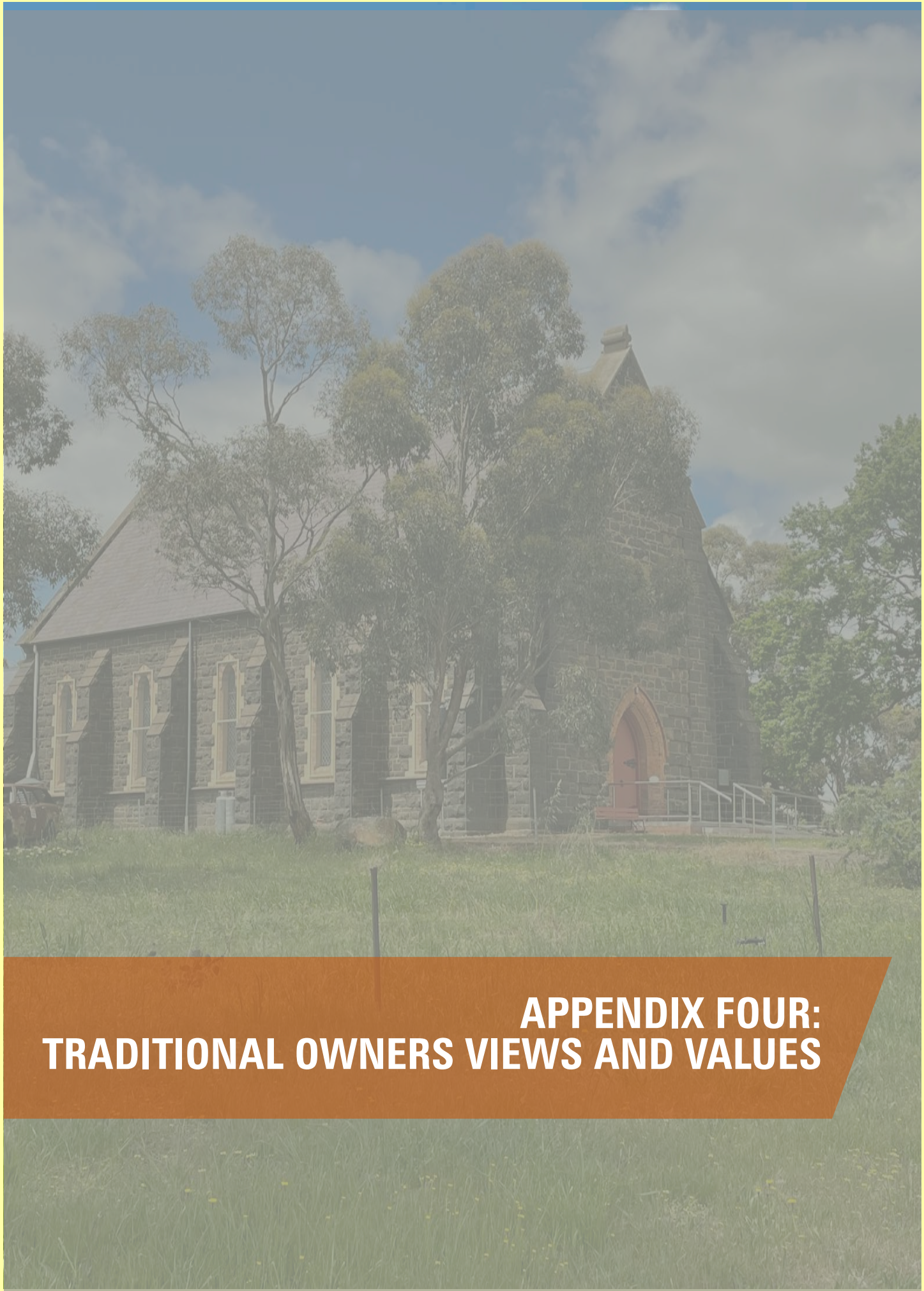


APPENDIX THREE: RECOMMENDED TREE SPECIES

Figure 4 - Talbot – Recommended Street and Park Tree List

The following list are suitable tree species for use as street trees and parkland open space areas in Talbot. They are hardy species tolerant to frosts and dry conditions. Those marked with (x) would be suitable for planting under overhead power wires.

(X)	Botanical Name	Common Name
	<i>Acer freemanii</i> "Autumn Blaze"	Norwegian Maple
	<i>Acer rubrum</i> "October Glory"	Norwegian Maple
	<i>Allocasuarina littoralis</i>	Black Sheoak
	<i>Allocasuarina glauca</i>	Grey Buloke
	<i>Angophora costata</i>	Smooth-Bark Apple-Myrtle
	<i>Brachychiton populneus</i>	Kurrajong
X	<i>Callistemon</i> "Harkness Hybrid"	Bottlebrush
	<i>Celtis occidentalis</i>	Hackberry
	<i>Corymbia citriodora</i>	Lemon Scented Gum
X	<i>Corymbia citriodora</i> "Dwarf Pink"	Lemon Scented Gum
X	<i>Corymbia citriodora</i> "Lemon Squash"	Lemon Scented Gum
	<i>Cupressus torulosa</i>	Bhutan Cypress
X	<i>Eucalyptus cladocalyx</i> "Vintage Red"	Dwarf Sugar Gum
	<i>Eucalyptus leucoxylon</i>	Yellow Gum
	<i>Eucalyptus leucoxylon</i> "Rosea"	Red-Flowered Yellow Gum
	<i>Eucalyptus leucoxylon</i> "Goowla Gem"	Red-Flowered Yellow Gum
X	<i>Eucalyptus leucoxylon</i> "Euky Dwarf"	Dwarf Yellow Gum
	<i>Eucalyptus mannifera</i>	Brittle Gum
	<i>Eucalyptus mannifera</i> "Little Spotty"	Dwarf Brittle Gum
	<i>Eucalyptus melliodora</i>	Yellow Box
	<i>Eucalyptus sideroxylon</i>	Ironbark
	<i>Fraxinus pennsylvanica</i> "Urbanite"	Ash
X	<i>Hakea francisiana</i>	Grass Leaf Hakea
X	<i>Geijera parviflora</i>	Wilga
X	<i>Lagerstroemia indica x fauriei</i> (Various Cultivars)	Crepe Myrtle
X	<i>Melia azedarach</i> "Elite"	White Cedar
	<i>Pyrus calleryana</i> (Various Cultivars)	Ornamental Pear
	<i>Quercus cerris</i>	Turkey Oak
	<i>Robinia pseudoacacia</i> "Frisia"	Black Locust
	<i>Schinus molle</i>	Peppercorn



APPENDIX FOUR: TRADITIONAL OWNERS VIEWS AND VALUES

Regional Catchment Strategy documentation

Note: this content is quoted directly from the RCS (published 09.09.22)

Traditional Owners Views and Values

The Dja Dja Wurrung are the Traditional Owners of the land on which Talbot was established. Through work undertaken as part of the Regional Catchment Strategy for the area, the cultural values of the area were recodred and are replicated here.

Dja Dja Wurrung Country is entirely within and comprises 58 per cent of the north central region. It extends from the upper catchments of the Bulutjal Yaluk (Loddon River) and Golipan (Coliban River) to Lalgambook (Mount Franklin) and the towns of Creswick and Daylesford in the southeast, to the Yaluk (Campaspe River) Kyneton, Redesdale and Rochester in the east, Yung Balug Djandak (Boort Lakes) in the north, Lake Buloke, Donald in the northwest, to the Avon Richardson River, Navarre Hill and Mount Avoca marking the south west boundary.

In 2013, the Dja Dja Wurrung Aboriginal Clans Corporation (DDWCAC) signed a Recognition and Settlement Agreement (RSA) with the Victorian government, under the Traditional Owner Settlement Act 2010. The Dja Dja Wurrung RSA involved transfer of six parks in the region, to Aboriginal Title. In collaboration with partner organisations the Dhelkunya Dja Land Management Board developed a Joint Management Plan (JMP) for the parks which include:

- Greater Bendigo National Park
- Hepburn Regional Park
- Kara Kara National Park
- Kooyoora State Park
- Paddys Ranges State Park
- Wehla Nature Conservation Reserve

DDWCAC also has Registered Aboriginal Party (RAP) status under the Aboriginal Heritage Act 2006. The boundaries of the RAP and RSA areas are consistent. The Dja Dja Wurrung Aboriginal Clans Corporation have prepared the Dhelkunya Dja, Dja Dja Wurrung Country Plan which contains further detail about their cultural connection to Country.

The Jaara (Dja Dja Wurrung people) were engaged as part of the development of the Regional Catchment Strategy and identified the following values:

Values, concerns and aspirations

The following values, concerns and aspirations were developed through discussions and provided by Dja Dja Wurrung in writing (written contributions are shown in italics). In relation to biodiversity, we have referenced outcomes of DELWPs regional Biodiversity Response Planning engagement with Dja Dja Wurrung. In relation to water, we engaged the Dja Dja Wurrung water knowledge group Kapa Gatjin. Dja Dja Wurrung made it clear that all areas of Djandak (Dja Dja Wurrung Country) are of great importance and that the naming and identification of specific locations and species in this RCS, is intended to provide a focus for this RCS and should not compromise the importance of those not listed. They also stressed that cultural values identified here do not fully define the interests and beliefs of Jaara, which are multifaceted and cannot be defined through a single standpoint or response.

Vision for Country

From Dhelkunya Dja, Dja Dja Wurrung Country Plan:

“Our Vision for Country is to ensure that:

The health and wellbeing of our people is strong, and underpinned by our living culture.

Our lands and waters are in good condition and actively managed to protect our values and to promote the laws, culture and rights of all Dja Dja Wurrung People.

As this Country’s First People we are politically empowered with an established place in society and capable of managing our own affairs from a strong and diverse economic base.”

Cultural lore

Bunjil, the creator being, bestows Jaara with the laws and ceremonies that ensure the continuation of life. Mindi the Giant Serpent is known as a protector and enforcer of Bunjil’s Lore and is a large and powerful creator being that was not to be messed or disturbed with. Mindi holds the powers of justice for Lore breakers and death/destruction. Mindi the Giant Serpent guides and enables the Lore keepers, punishes Lore breakers and continues the cycles of life force and creation.

Waa the Crow is known to be the protector of the rivers and waterways, ensuring that water (Gatjin) continues to run through the veins of our Country and provide for Bunjil’s creations, the animals and the plants across Djandak. Waa is also the discoverer of Wi (fire), having stole the secret of Wi, burning his feathers black in the process.

The roles that these creators play are central to the Lores and laws that dictate Jaara today. Similarly, Wi and Gatjin are essential for life, essential for the regeneration of Country and central to the restoration of ecological balance across Djandak. These lessons begin in childhood with the stories of Country, teaching the relationship and cultural worldview that make the foundation of the relationship to all the aspects of Country.

Impacts and threats to Healthy Country

After the frontier wars, after the surviving Jaara people were forced onto missions to free up the land for more migrants to occupy, many drastic changes to the Cultural Landscape took place. Goldmining, agriculture and urban development had inadvertently been the downfall of living in balance with our Djandak in a way that all things could live sustainably. These drastic changes are what we refer to as ‘upside-down Country’.

Gold mining tempted many people from all over the world to come with much haste. The race was on in a ‘free for all’ manner, digging up the Country to find the precious Kara Kara (gold). Alluvial mining added mass sediments to the water and leached out the arsenic, poisoning groundwater systems which are alarmingly expensive to mitigate or just keep at bay. This is the legacy of mining that still interferes with the health of the land and the people today. Many of these practices are no longer legal due to the environmental harm caused. However, mining continues today with different methods that still require large amounts of water and by process still contaminate it. The mines go for kilometres underground with tunnels honeycombing Jaara Country and eventually will destabilise it.

The introduction of foreign crops, animals and mindsets completely changed the landscape in a radical nature. The land was cleared for farming, removing many of the mother trees that supported and stabilised the forest and water table. This triggered the main problems of the future, our present dilemma of erosion and salinity. This was accelerated by the introduction of hard-hoofed animals: cattle and sheep. Widespread clearing has caused much of the productive topsoil to erode away and allowed the establishment of many pest animals and plants that are displacing and preying on our native species. In some cases, the shift in ecosystem composition is causing an over-abundance of native species like kangaroo, which is increasing the demand on already limited food resources. The majority of native animal habitat has since been fragmented and reduced to small pockets, islands and parks.

Up to 81 per cent of Dja Dja Wurrung Country is privately owned and 65 per cent of this is used for agriculture. Having crops is not something new or since colonisation in north central Victoria, Aboriginal People were farmers as well. However, they were farming native grains and perennial grasses and tubers that could be eaten all year round and did not require watering after

establishment. Some surviving remnant patches of Buwatj (Kangaroo grass), Murnong (Yam Daisies) and other tubers can still be found around Jaara Country today.

The natural and seasonal flow regimes on Jaara Country have been significantly altered by the creation of reservoirs and channels, enabling the control and release of flows when farmers want it for foreign crops that need it all year round. This is not in line with breeding times of many native species and therefore affects levels of sustainable populations. It also effects the movement of animals to have to go where the water is stored. Irrigation would have been a strange concept to our ancestors. Meddling with the natural course of water for human only purposes would have caused more harms than gains and breached the Lore’s of this land. It has undermined the spirituality of water and its integrity of the knowing the best path for its role in Country.

All of Bunjils creations

Instead of Biodiversity, Dja Dja Wurrung refer to ‘all of Bunjils creations’ as more easily understood and appropriate for Djandak (Dja Dja Wurrung Country). In relation to all of Bunjils creations, they highlighted the following priorities:

Returning of Murrup

The landscape that is Djandak is of great importance to Dja Dja Wurrung. **The returning of Murrup (spirit), practice and people to landscapes is vital to enable Dja Dja Wurrung to lead the decolonisation of the landscape to allow for reconciliation to occur.** Important Murrup to return to Country are those that are connected with our Stories and identity, Gal Gal (Dingo) has a named connection to clans which were dispersed from the southern section of Djandak, including the Gal Gal Balug and Gal Gal Gunditj. Lalgambook (Mt Franklin) the ‘Emu’s nest’ is conspicuous with the absence of Barramul (Emu). Yung Balug in the Boort landscape have spiritual connections to the Yung (Quoll). To return Dja Dja Wurrung to the landscape we must ensure that we return the people and their Murrup to enable these landscapes to heal again.

Food and fibre plants

Buwatj (grasses used for grain), Witji (weaving grasses), Gatjawil Matom (tuberous plants with scented flowers) are some **key food and fibre plants and include Kangaroo grass, Lomandra and Dianella species, Chocolate, Vanilla and Bulbine Lilies and Murnong (Yam daisies).**

These plants were once abundant on Djandak and seasonally the fields would change colour from yellow in Datimn Datim – Wai Kalk (early spring) to purple in Wanyarra – Gurri (late Spring) to Orange bronze in Boyn – Lawan (summer). Removal of Dja Dja

Wurrung and our knowledge of how to work with and care for these plants in the landscapes through sustainable use and the intricate unforced use of Wi resulted in the initial collapse of many of these populations. This was compounded by the bringing of Sheep and Cattle by invaders which largely decimated our farming systems and reduced a once plentiful abundance of food and fibre, maintained and cared for over millennia. . . **Returning food and fibre to the landscape, not just in parks and reserves but in the most productive parts of Djandak is key to ensuring healing of Djandak.**

Wi (fire)

When the squatters came to our Country, they saw multiple plumes of smoke in the air, little did they know that was one form of communication to make other nations aware that intruders are coming to be on the lookout. At night time that's all they could see in the distance was flickering fires everywhere. Wi is a tool with many uses, it comes in many forms, you obviously have Wi to cook, you have Wi to keep you warm, Wi for ceremony, Wi for hunting, lighting strikes can cause wild Wi and you have Wi for Caring and Healing Country. Wi is a tool to Jaara use in many ways and its use is always guided and informed by Our Lore as it has been for millennia.

The name of one of the great Jaara ancestors Walpanumin/ Jacky Logan translates to "burning with fire" it was said he was the fire and messenger man for his clan. Jaara have always used Djandak Wi in many forms to manicure the landscape. They say our fire people would be like Picasso with a paint brush, instead of paint brushes our people used grasstree spikes as firesticks to paint the landscape, with the right fire, at the right time, we care for the Country the way our ancestors have for millennia. We have always been told when growing up that Wi is the way our ancestors manage the land and manipulated the environment. We live this today.

In the dreamtime stories about the two feuding volcanoes Tarrengower big and heavy (a mountain situated near the township of present-day Maldon) and Lalgambook (the nest of Barramul now known as Mt Franklin), near Daylesford. The story about the hawk getting a red hot ember from the fire and taking it up to the sky then dropping it further along in the unburnt to start the fire further ahead so he can hunt the insects coming out of the fire. Boort which is our word for smoke and its said that saying consecutive Boort Boort means big smoke, Boort also refers to the town on Jaara country, embedding smoke and Wi in the landscape. There is a hill in the middle of Boort now called Bald Hill where the water tower is located today. Yung Balug Clan would pile up a big heap of green vegetation and light it up to signal to other nations that trading season has begun and that they were open for trade.

Gatjin (water)

Use and cultural heritage

Jaara people used the waterways as travel routes on canoes, fishing with spears and woven nets, water birds were brought down with boomerangs and above water nets. Women would give birth in the birthing trees close by to water holes, swamps, and rivers. Gatjin ceremonies and celebrations were conducted with gatherings in high flood times. Children would laugh and play in the water's edge while the women dug out water ribbon, harvested weaving plants and reeds for ceremony adornments. Skin bags and tarnuks were filled with water to drink from and soak weaving plants. Food that needed to be leached was put in dilly bags and tied to the banks of flowing water. Fish traps were made at different elevations with knowledge of the river flows and fish breeding times. In the dry season, holes would be dug in the sand of the riverbed to access water from the lower ground waters. Rock wells found on travel routes held water for periods of the drying out rivers, these had rock or bark lids to prevent leaves or animals falling in and contaminating the water.

Within the Cultural Landscape there are memories and stories of past visits and management of Country pre-colonisation. **All waterways are culturally sensitive areas that trigger the Aboriginal Heritage Act 2006. There is extensive, vast and recorded cultural heritage all over Dja Dja Wurrung Country, especially around water sources.** Cultural heritage surveys have given us some insight into the extent of the resource use by Dja Dja Wurrung people. Revealing intergenerational meeting places and travel routes, artefact scatters, culturally modified trees (scarred trees and ring trees) midden sites and earth ovens (amongst many other artefacts, sites and places).

Artefact scatters can show us that whilst visiting that site there was plenty of food around to designate time to knapping stones and creating spear heads, scrapers and other implements. It can also show us their path where the stone came from or trade routes where a stone has been traded from other groups. The scar trees showed us where the water was suitable for canoes and fishing was practiced from them. Ring trees show us that this was a path used navigating from one place to another. Midden sites and earth ovens can show us what types of food were eaten there and what was abundant at the time of visiting and seasonal movement over the land. It also reveals how often the site was used by the soil layers over time. The past use and history of our living culture is read from the land and not from a book.

Today, via DDWCAC and Dja Dja Wurrung Enterprises, Jaara people are engaged in recording and documenting these important places to ensure their conservation and preservation under the Aboriginal Heritage Act 2006. This work includes conducting cultural heritage surveys to document and protect cultural heritage, and salvaging artefacts affected by land use activities.

Contemporary use and connection are maintained through a deep relationship with Country and respect to the ancient traditions and Lore that still govern Jaara today.

Dependent values and stories

There are many stories shared about water and water spirits describing the simple and also complex role of gatjin in our lives. There are many Lores around the use and protection of gatjin. There were highly spiritual waterbodies that were not for swimming or drinking but were known for the presence of spirit beings that reside there. There are stories of water bodies that are women’s places and men are forbidden, with song lines and stories that speak of water as women’s business, and animals like the Brolga representing life and birth. There are Lores of water sharing in times of drought and ceremonies to bring the water and celebrate it.

The Brolga is a waterbird native to many wetlands across Jaara Country and are highly important to Dja Dja Wurrung people. The Brolga’s natural movements are often referred to as ‘dancing’, due to their mating rituals that look similar to dancing. Today, the Jaara people have ceremonial dances that have been passed down through generations, that mimic the movements of the Brolga, and the calls that they make to each other. In Jaara Lore, the Brolga is known as a symbol of self expression, a symbol of life and birth linked closely to water and women’s business. The Brolga is representative of our connection to Country, and the transformation between a human spirit and the spirit of the creature. The Brolga holds close ties to the ceremonies and Lore that surround water and birth, such as the use of birthing trees to bring new life to Djandak. It represents that birth and life is what unifies us as Bunjil’s creations. Brolga populations have declined rapidly due to the degradation of their natural nesting habitat over time, meaning they struggle to breed successfully due to a lack of water and food sources. Tang Tang Swamp is a well-known Brolga nesting site that has a close connection and rich history with the Jaara people.

The Murray Cod has its birthplace imprinted in its stomach as a memory of its creation. The stomach lining shows the imprint of the tree on the river where it first came into this world. This demonstrates the dendritic connection and reflection of Country – the very relationship shared between the Cod and the tree through the river. Fish populations across Country are seeing a drastic decline due to introduced exotic fish species such as mosquitofish and carp that threaten water quality as well as take over the habitat and food supply of native fish. Most of these pest species are aggressive, causing detrimental impacts to native fish and their ability to survive, and thrive.

River systems and places of special interest

Originally, the great waters of Jaara Country ebbed and flowed with seasonal rain events that pumped water to the flood plains and grasslands and forests. Connecting lakes, creeks and rivers and swamps. The periodic wetting and drying phases made for healthy and abundantly diverse swamps. Rivers and waterways would pool and pond in their paths, creating many ecosystems and habitats. In drought, these deep ponds would create refuges for aquatic creatures. Occasional high flows and floods would connect them all up and this was the time for large gatherings, trade and ceremony with neighbouring clans. Jaara people traditionally travelled to meet with most neighbours at seasonal times of sharing. This includes high floods that linked up creeks, swamps and rivers to Kow Swamp and the Murray River. Traditionally, Jaara used the waterways as travel routes as well, either on canoes or walking nearby for the water and the food source that it provides.

Steamboats were used along the Murray to transport goods and resources, including the trees that were cut down for timber. In order to utilise the river as transport for large water craft, all the logs and snags in the river that supported fish habitat, stabilised the banks and slowed down the flow – reducing turbidity, were removed. This had devastating effects that were not considered by the new migrants, because they didn’t understand that Country. Since then, the important role of logs and snags in the river have been realised and some put back in the rivers.

Like all naturally occurring rivers, the Campaspe River was much larger than it is today, seeing scar trees and artefact scatters on the highbanks (elevation of up 10 metres), tells of a time of a mighty river. It is considered a boundary marker and neutral resource between Dja Dja Wurrung and Taungurung tribes, both traditionally and contemporarily. It is highly significant to both groups, with scar trees, ring trees, burial sites, stone quarries, artefact scatters and other cultural heritage sites being recorded along the waterway. Large stone tool scatters and significant archaeological sites have been identified along the main section of the waterway, demonstrating continuous use of the land and resources along the waterway for many thousands of years. The Campaspe River is home to many species of fish – redfin, yellowbelly – as well as water rats and many native birds such as black ducks and ibis. It is also a well known platypus habitat.

In the past, the Coliban river was a rich habitat for native flora and fauna. However, the introduction of water catchments and the allocation of water in the Coliban river prevent the waterway from having a consistent flow of water. Sections of the river have been dramatically modified and the construction of levees and sills has altered the course of waterway, therefore the flow is no longer natural. Large stone tool scatters and significant Tachylite quarry sites can be found along the main channel and adjacent to storages in the Upper Coliban.

Gutjun Bulok (Tang Tang Swamp) is a freshwater wetland situated within the Dja Dja Wurrung landscape. It is a culturally significant place for the Jaara people who still practice culture and ceremony there today. The wetland features bial (River Red Gums) with significant marker 'ring trees', scar trees, ovens, basket weaving grasses and many other cultural features. The Swamp is managed as a Wildlife Reserve by Parks Victoria, and is registered on the National Directory of Important Wetlands due to Brolga nesting and many other visiting migratory waterbirds. It contains ecologically important plants and vegetation communities such as Southern Cane Grass, aquatic plants and patches of rare native grassland. Dja Dja Wurrung Clans Aboriginal Corporation have previously completed a Cultural Heritage Assessment and Aboriginal Waterways Assessment at the Swamp to record and document cultural and ecological values as well as cultural heritage present across the Swamp. In the past, Tang Tang Swamp was naturally a temporary wetland, with periods of wet and dry phases, fed by flows from Bendigo Creek. However, land use changes upstream and the construction of levees and sills has altered how the swamp gets water so that the water flow is no longer natural. The wetland is not connected to a water source and so relies on natural inflows caused by rain. Currently, Dja Dja Wurrung and The North Central CMA are exploring ways to deliver water to Tang Tang Swamp. The connection of the swamp and delivery of environmental or cultural water will help the Brolga and all other of Bunjil's creatures to breed and thrive at the wetland, delivering important outcomes for both the environment and Jaara people.

Water holds memory, songs and stories. Water has spirit – Murrup – the life-force in the energy of all things. It must be respected as an entity in itself that knows where it needs to go. The Lores that govern our relationship with our Country are simple – only take what you need. If you must take more, then you must give back. So what are we giving back to the rivers to keep the balance?

Climate change

The Dja Dja Wurrung Country Plan 2014-2034, Dhelkunya Dja, outlines the strategic direction for the Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) and Djandak Enterprises as well as the rights and aspirations of Djaara peoples. Dhelkunya Dja provides a critical framework and policy context for the region in which to implement climate change mitigation and adaptation strategies. Climate change is not new to Djaara peoples – cultural practices of land management including fire, forest care and water health have been utilised to adapt and mitigate past climate change events. These practices are recognised in Djaara peoples' current rights to heal and manage Djandak, or Country. The recognition and ability given to DDWCAC and Djandak Enterprises to implement those rights have far-reaching regional benefits to the environment and communities to mitigate and adapt to contemporary, human-induced climate change.

'Walking Together' to care for country

Dja Dja Wurrung describe 'Walking Together' as the roles and ways in which they are comfortable to work or would like to work with partners. For the Regional Catchment Strategy they identified a desire to collaborate and to be empowered.

They sought to be able to return to traditional practices in a culturally safe way. If there are any significant sites within Talbot then the expressed preference is to implement a measurable approach to allow us to celebrate with partners and stakeholders who actively and systematically look to overcome barriers. Importantly, they expressed the following in relation to their knowledge.

"Our knowledge has been built up over generations of observation and management and passed down. We are gardeners of the environment. We care for the land and it provides for us. We use Lomandra and matt rush to weave baskets. We hunt wallaby, emu and goanna. We eat the eels, mussels, crayfish and yellow belly from our streams. We gather bardi grubs and duck eggs, nardoo and yam daisies and wattle seeds for food and medicine. We use buloke and red gum timber for our tools and ceremonies.

We know the place where Mindi first emerged. It is still a sacred place, but sadly it is a desecrated space. We know the places where our waterbirds nest, and what Bunjil's other creatures need to breed and thrive. We remember when the rivers were once mighty – our Elders hold memories of their crystal clear waters with an abundance of platypus, water plants and good fish.

We know where to go to collect our medicine, food plants and weaving grasses – many of these can still be found in the landscape today. We know where these plants will flourish and thrive, and we the best ways to harvest them. Many species require harvesting at specific times of the year or in specific ways, and others will not grow without certain seasonal conditions such as rainfall. These are the things we continue to pass down to our children."

Regarding sharing of intellectual property, there is a constant battle between fear that information may be lost forever (as much already has) vs the fear that it may be stolen or misused.

...there needs to be a levelling of the knowledge fields between Western Science and Dja Dja Wurrung knowledge. There is currently a high level of bias towards western science-based decision support tools with little active and or resourcing to support the development of Dja Dja Wurrung knowledge-based tools.

Until this relationship becomes equal, the risk to Dja Dja Wurrung people of sharing knowledge remains significant and unfair.

Education is required on both ends, to be able to understand one another, particularly the more complex components of Aboriginal culture, so therefore we must work together to learn from each other, using past experiences as a guide to shape the future.

Jaara want to build partnerships, including with private landholders and engage with the broader community to raise cultural awareness.

“We feel a moral responsibility to care for our Country as it binds us to the past, present and future. Our ancestors looked after this Country and we are duty bound to look after it for the next generation. We believe we are an integral part of the ecosystem and place strong value the balance of natural resources and their management.

When the Country is sick, we are sick. We must do better.”



Remnant vegetation along Back Creek



8.8.6

TALBOT FUTURES STRUCTURE PLAN DISCUSSION PAPER

Prepared by **Hansen Partnership**
for **Shire of Central Goldfields**

February 2023

Introduction

Central Goldfields Shire Council has engaged Hansen Partnership and their project partners (SGS Planning & Economics and Hello City) to undertake a structure planning process for Talbot. Numerous council strategies and reports have highlighted the provision of sewerage infrastructure to Talbot as a key priority.

However, Talbot is a unique and historic township that has not seen any significant development over the previous decades, and so any proposal that might fundamentally alter the character of the township must be carefully considered.

This Discussion Paper builds on three outputs which have been prepared to date:

- Housing and Commercial Technical Assessment, SGS Economics and Planning, December 2022
- Talbot Futures Technical Assessments, Hansen Partnership, December 2022
- Function & Identity Study: Talbot Township (preliminary draft, Hello City, December 2022

The key aspects of those documents are summarised in this Paper, and their implications for growth of the settlement, particularly how this growth might related to and inform sewerage planning has been the focus.

Th Discussion Paper contains three main sections:

- A discussion on the potential growth scenarios for the township. Understand these is critical to knowing how much land council needs to be considering for growth as part of any Structure Plan, given future growth trends may diverge from historical trends should the town be seweraged. Content in this section has been drawn from detailed assessment undertaken by SGS is their XX report.
- A summary of the issues which influence and / or need to be considered in relation to growth of the township specifically. These have been drawn from the SGS report, a series of Technical Assessments undertaken by Hansen Partnership and also from feedback drawn from engagement undertaken by Hello City with the existing Talbot community.
- An investigation of the issues and considerations which affect the growth potential for different areas within and around the settlement.

The intention is that these issues and their spatial implications will provide the basis for the next stage of this project, where technical experts, including for agencies such as Central Highlands Water, and internal council staff will come together to confirm a range of realistic options for the growth of Talbot which will be subject to the next stage of community engagement.

Importantly, following that session the content of this document will be refined to articulate key questions for the community, and expanded to include consideration of other matters relevant to the preparation of the Structure Plan (for example, priority pedestrian connects etc that are not directly linked to decisions around growth areas.

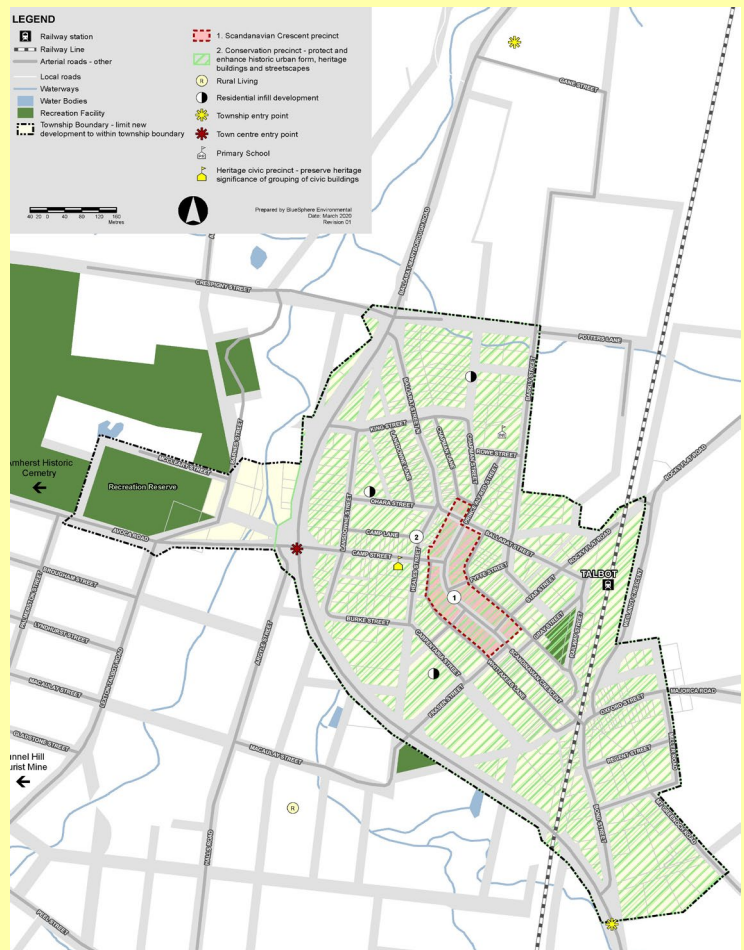


Figure 1: Existing Talbot Structure Plan does not identify any specific areas for growth

Talbot's growth potential

State policy requires that local governments plan to accommodate projected population growth over at least a 15-year period and provide clear direction on locations where growth should occur. A 2019 *Residential Land Supply and Demand Assessment* found that in aggregate, there is 18-25 years of zoned urban residential land supply in Central Goldfields Shire, however there is a mismatch between supply and demand geographically – Maryborough is where demand is concentrated (based on historical trends) but most of the capacity is in other townships.

Historical trends

According to ABS Census data, the Central Goldfields Shire population increased by 490 people between 2016 and 2021 with an average annual growth of 0.8%.

All townships experienced an increase in population in 2021. Talbot's growth was relatively modest in the context of the Shire over the last 5 years, at an average annual rate of 0.5% (Table 1).

	2011*	2016	2021	Change 2016-21	Avg. Annual change 2016-21
Maryborough	7630	7921	8160	239	0.6%
Carisbrook	1143	1115	1192	77	1.4%
Dunolly	908	893	899	6	0.1%
Talbot	715	442	452	10	0.5%
Central Goldfields	12496	12993	13483	490	0.8%

Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.

*Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

Table 1: Total population by LGA and SSC/SAL

In Talbot, historical growth has been negligible, due largely to the lack of sewerage. The town is currently seeing little residential building activity. Population growth is stalled and reflects a trend of ageing that surpasses that of Central Goldfields. There is very little in the way of access to local goods and services. The few retail shops have limited operating hours, and most residents would need to travel to Maryborough to fulfil their day-to-day needs. With the proposed introduction of a sewerage system to Talbot, the potential for more significant growth and development is unlocked.

Work done in 2020 by Urban Enterprise which looked at the growth potential of the whole of Central Goldfields also identified the following in relation to Talbot:

- Population growth and housing demand is modest in Talbot compared to other towns in the Shire.
- According to the Residential Strategy (2020) and underlying Assessment (2019), Talbot only has approximately 15 useable residential lots but without a reticulated sewerage system, there is no need to identify and rezone additional land for housing. A limited availability of local facilities and services also constrain housing demand in the town.

- However, there is a need to identify additional land to accommodate residential growth in the medium- to long-term in the Shire. Given the bushfire constraints in some areas of Maryborough and the diminishing supply of available broadhectare lots for development, this need is becoming increasingly acute.
- In addition, the Central Goldfields Shire Council Planning Scheme Review (2020) has identified the need to review some of the existing planning controls in Talbot, including the Township Zone, the Salinity Management Overlay (SMO), and the Erosion Management Overlay (EMO).

Growth Scenarios

Background analysis by SGS identified four housing growth scenarios for Central Goldfields Shire townships and the non-township areas, to ensure that Talbot's future is considered in its appropriate context.

The first three assume the growth rates identified in the 2020 Population, Housing & Residential Strategy (based on the 2019 Supply and Demand Assessment). VIF19 and Recent growth scenarios are based on historical trends and state government forecasts and anticipate relatively modest growth for the Shire in future. The Big Melbourne envisions somewhat greater growth for the Shire due to the 'spillover' effect from growth in larger nearby centres.

The fourth (Post-COVID) is a new scenario which builds on these assumptions and factors in additional growth due to entrenched post-COVID pull factors and strategic interventions that unlock additional land for development, ultimately resulting in a growth rate less than but more closely resembling that seen in the nearby Mount Alexander LGA.

The scenarios also anticipate the share of growth across the different townships of the Shire (where growth will occur). The first two scenarios assume a spread of development broadly reflecting recent historical trends (growth concentrated in Maryborough), while the two scenarios with higher growth assume higher shares of Shire-wide development in Talbot and Carisbrook.

A summary of the scenario results for Talbot are shown below.

Scenario	Shire-wide AAGR (dwellings)	Share of growth for Talbot	Additional dwellings required 2020-2051	Total dwellings 2051	Additional dwellings per year 2021-2051
1 VF19	0.6%	4%	55	343	2
2 Recent growth	0.9%		86	374	3
3 Big Melbourne	1.1%	16%	435	723	15
4 Post-COVID	1.5%		631	919	21

Table 2: Potential Talbot growth scenarios

A range of 15-21 dwellings per year is suggested by the ‘upside’ scenarios.

This growth should be supported by additional retail floorspace in the town, allowing residents to meet more needs locally. A small supermarket of 500-600sqm, potentially supported by 2-3 smaller shops (approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years’ time.

It is important to note that optimistic growth rates, such as that suggested by the ‘Post-Covid’ scenario, are unlikely to be achieved given existing lot and ownership fragmentation in the township, without orderly infill development and potentially, the addition of modest, adjacent town extensions in conventional or low-density residential precincts. This is also likely to underpin a more certain development trajectory to support a sewerage extension business case.

The next steps to arise from this technical assessment are:

- Consultation with the community and stakeholders to confirm the feasibility of the scenarios
- More detailed assessment of capacity for growth in Talbot to ensure the rate and share of growth can reasonably be accommodated
- Potential refinements to the scenarios to finalise demand forecasts for Central Goldfields Shire

Growth related issues

Sewerage

The underlying rationale for the preparation of the Talbot Futures Structure Plan is the need for any future sewerage of the town to be aligned with broader outcomes for the township. Sewerage of the town has long been identified as both a Council and a community priority, but the implications and considerations associated with this process have not yet been fully investigated. How and where any new sewer is provided will be the key determinant of whether Talbot grows or not, and in which areas. In addition to considerations around sewerage of standard residential lots, the sewerage of potential low density lots should also be considered. Previous work looking at the housing off across the Central Goldfields municipality identified that there were limited options for people seeking larger lot housing, outside of land zoned for rural living. Under current control 'Low Density' land has a minimum lot size of 4000sqm. When sewer connections are provided, this reduces to 2000sqm. Given latent demand for this type of development, the influence that rezoning some land close to Talbot for low density, and whether this land should be seweraged should also be considered.

Heritage

The heritage building stock of Talbot is perhaps its defining feature. It contributes to the sense of township identity and also to the economic potential of the settlement. It also means that growth of the township will need to be carefully managed to ensure that these values are not compromised (see below). There are some differing proposals for what constitutes the historic core of the township which should be resolved to align with direction on growth. Areas which influence perceptions of this historic core, and also which contain other important heritage buildings also need to inform the form of development and growth proposed. In addition, there are also a number of individually significant buildings that need to be subject to greater levels of recognition in advance of any changes to planning controls. That being said, there are also large parts of the township where permits are being triggered on heritage grounds without any heritage fabric being present and where the influence of heritage values may be able to be managed via different mechanisms.

Non-residential uses

Currently, Talbot is serviced by very basic retailing in a small shop combined with a post office function. Its small population and relative proximity to the retailing available in Maryborough mean it is not able to sustain a small supermarket like that seen in Newstead. Harcourt, though larger than Newstead in terms of population, is closer to Castlemaine and currently does not have a small supermarket. Its grocery offer is spread across 2-3 shops. Residents in Harcourt would travel to Castlemaine for their weekly grocery needs. While the same is true for many residents of Newstead, this small town is far enough from Castlemaine and large enough to sustain a small IGA supermarket with a reasonable line of groceries, meat and fruit and vegetables, and that appears to trade relatively strongly.

Taking Newstead then as a broad guide for Talbot, but also considering the latter's closer proximity to a full line supermarket (in Maryborough) it could be suggested that a further 250-300 dwellings (i.e. 350-500 people) in Talbot (to reach approximately say 600 dwellings and 800 people) may be able to support a small supermarket as seen in Newstead.

Significant additional or ancillary shops would not be expected, though Newstead sustains a butcher and a take-away food / milk bar (in addition to the pub, café and post office). More likely is greater activation and extended opening hours for the existing retail premises in Talbot.

A more detailed analysis of potential retail expenditure for a future population, and how this might be distributed and sustain retail floorspace in Talbot, could be undertaken. For the purposes of this study however it is sufficient to suggest that a site or location for a small supermarket of 500-600sqm, potentially supported by 2-3 smaller shops (approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years' time (assuming approximately 15-20 dwellings per year). The Structure Plan will need to have consideration for where this use might be best located and what influence the existing zoning of land may have on Council ability to manage any new commercial (or other non-residential) development.

Tourism and township presentation

Tourism is a key economic generator for Talbot and relies heavily of the appearance of the town and its historic fabric. As such, it is very important that any new development is sensitive to how it will add to or detract from the valued characteristics of the settlement. There are particular areas that are perhaps more sensitive than others given they contain key viewlines or contribute to the setting of the historic core. These areas include the largely vacant parcels which sit between the historic core and the Ballarat-Maryborough Road (which are included with the existing township boundary) as well as key corridors leading to the historic core (such as Bond Street or Ballarat Street North).

Lot sizes

Talbot has a very complex system of lots configurations, As with many goldrush era townships, its subdivision pattern was laid out in anticipation of much more growth than eventuated. As such the township has numerous very small lots, but many of these have been consolidated into single properties which are generally much larger. These larger 'properties' have been used as the basis for an analysis of existing township capacity to accommodate growth. Lot sizes for future development also need to be considered in relation to the particular characteristics of the township, and will have implications for the quantum of growth with can be accommodated within the existing settlement area. The Urban Design Guidelines prepared for the towns recommended a minimum lot size of 400sqm be applied. However, even this sized lot may compromise the ability of lots to respond to the 'garden' character of the township which are so valued by the existing community.

Environmental Risks

Background technical work relating to environmental risk undertaken by Hansen Partnership and Kevin Hazelwood (in relation to bushfire) have all suggested that growth of the township should be focused to the eastern side of the Ballarat-Maryborough Road.

Bushfire risk is much higher on the western side of this barrier, and intervening land between the main settlement area and existing rural living land is also affected by flooding associated with Back Creek. A drainage line runs across the alignment of Potters Lane to the north which would need to be considered in decisions on growth to the north of the existing urban area.

Biodiversity & Cultural heritage

Constraints associated with biodiversity and cultural heritage are also generally concentrated to the western side of the Ballarat-Maryborough Road, again highlighting that growth is likely to be focussed to opportunities of this east of this road. Biodiversity constraints within the township and its northern and eastern periphery appear to be limited to some existing clumps of canopy vegetation.

Initial community inputs

Feedback to date regarding the most appropriate locations for growth should this be pursued have been reasonably consistent. The majority of responses have been clear in their desire to avoid development to the west of the township close to Back Creek and its floodplain. A few respondents did see potential in existing rural living areas to the immediate south of the Recreation reserve but this support was limited. The majority of responses were evenly spread among areas to the immediate outside of the existing township boundary to the North, South and East, with the south east seeing the most favourable responses. These initial findings will be tested further through engagement to follow. Ensuring growth does not compromise the small town feel and the peace and quiet of the settlement is important to existing residents, who are also keen to see growth contribute to improvements in infrastructure, particularly in the public realm where drains, footpaths and trees were all noted.

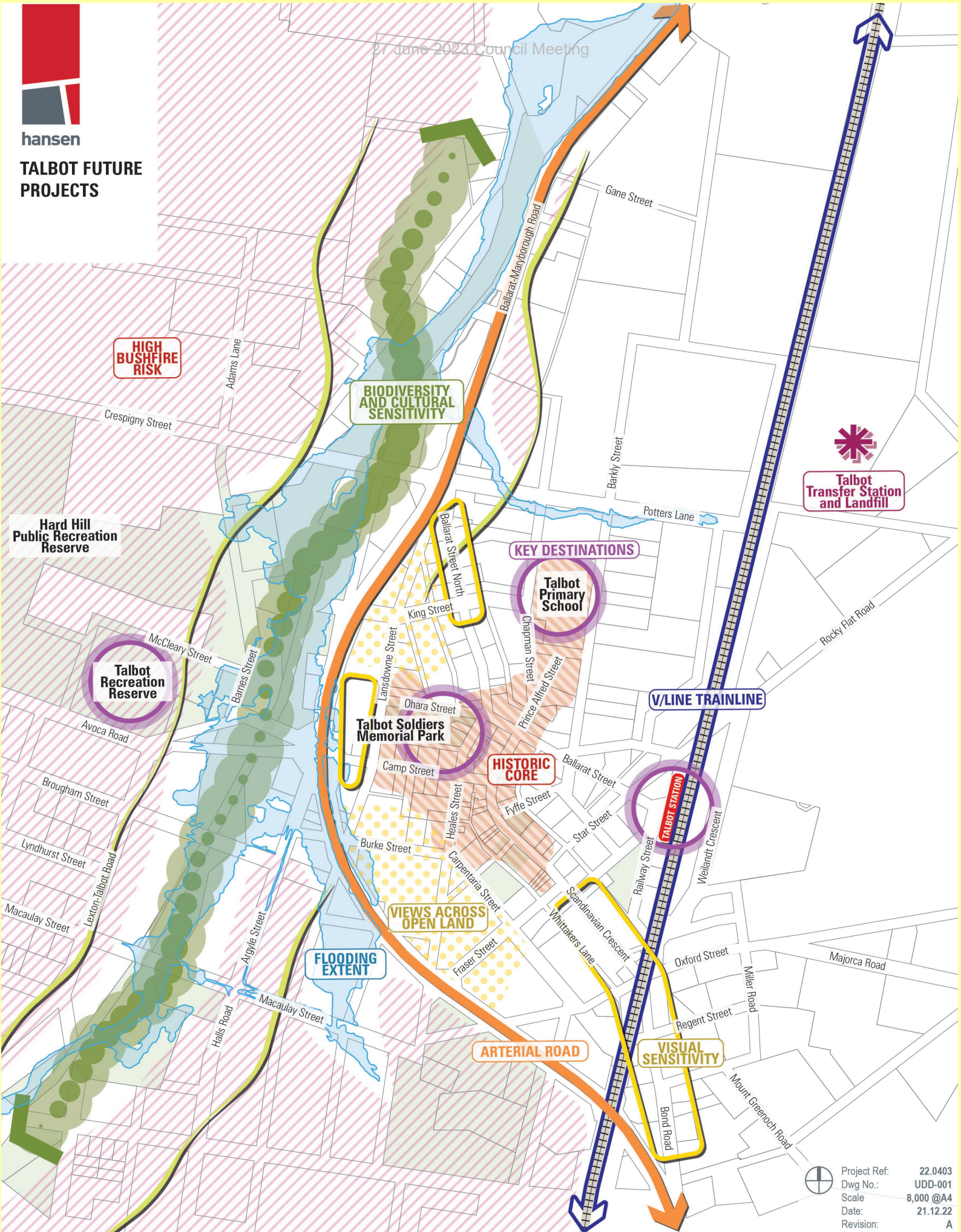
Drainage & Telecommunications

In addition to sewerage and roads, Talbot also has little drainage infrastructure. Considerations more broadly of how any new growth areas will interact with an impacts on existing drainage systems will need to be carefully considered. Current drainage consists primarily of open swales which in some area, are difficult to maintain. Limited areas of pipe may not have the capacity to accommodate additional inflows. Opportunities to improve internet and other telecommunications infrastructure within the town may also need to be explored to support not only commercial growth but also residential growth given increased opportunities for those in the labour force to work from home.



TALBOT FUTURE PROJECTS

21 June 2023 Council Meeting



HIGH BUSHFIRE RISK

BIODIVERSITY AND CULTURAL SENSITIVITY

KEY DESTINATIONS

Talbot Primary School

Talbot Soldiers Memorial Park

HISTORIC CORE

VIEWS ACROSS OPEN LAND

FLOODING EXTENT

ARTERIAL ROAD

V/LINE TRAINLINE

TALBOT STATION

VISUAL SENSITIVITY

Talbot Transfer Station and Landfill

Hard Hill Public Recreation Reserve

Talbot Recreation Reserve

- Legend**
- Parks/ open space
 - V/Line Trainline

Project Ref: 22.0403
 UDD No.: UDD-001
 Scale: 8,000 @A4
 Date: 21.12.22
 Revision: A

Aging population

Looking at the median age for towns, the median age in Talbot rose by 5 years between 2001 and 2016 Table 5. This is in line with the general ageing of the population – that is, a larger share of older people in general – but is particularly pronounced in Talbot where the lack of new development means there is no influx of younger households. Failure to provide opportunities for growth will have significant impacts on the township. However, new or younger demographics sectors may also have different needs or priorities than those which have been catered for to date.

	2011*	2016	2021	Change 2016-21
Maryborough	48	50	51	+1 year
Carisbrook	44	44	45	+1 year
Dunolly	55	57	58	+1 year
Talbot	48	55	59	+4 years
Central Goldfields	48	50	52	+2 years

Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.
 *Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

Table 3: Median age by area

Facilitating growth in the township will be important to unlock the potential for new families to move to the township, thereby supporting the local primary school, sporting reserve etc. However, seeking to attract new families will mean the plan for the township needs to look not only at the needs of existing residents, but also to the potential future demographic when considering priority actions.

Landfill / refuse centre

As towns grow, the sustainable management of waste becomes increasingly important. In addition, often these types of facilities are associated with planning controls which seek to reduce the amount of residential development in proximity in order to minimise land use conflicts and amenity issues for those residents. Talbot's refuse centre is currently located on public land to the north east of the township. Should growth to the north or east of the township be proposed or explored, there may be a need to also consider the long terms future of waste management in this location if it is not to constrain growth of the township.

Spatial options testing

Figure 3 on the following page identifies a variety of considerations relating to different parts of the township.

For each area the key characteristics and initial issues or opportunities which should be considered in planning for future growth have been identified. These are not comprehensive as other constraints such as infrastructure (roads, drainage etc) and planning permit requirements (i.e. erosion management overlay) affect most areas.

These areas have been identified to inform discussions about options for the future growth of Talbot and may change over time as further technical analysis and community engagement are undertaken. Potential yields are theoretical and drawn from the relevant Technical Assessment.

AREA A:

Properties: n/a | Lots: n/a | Maximum yield: n/a

- Bushfire risk
- Flood risk along the Back Creek
- Cultural heritage values associated with Back Creek
- Biodiversity and native vegetation constraints along Back Creek and associated with the Hard Hill Reserve
- Poor connectivity to the main settlement area

Do not intensify development or resubdivide existing land

AREA B:

Properties: 12 | Lots: 20 | Maximum yield: 154

- Not currently within the township boundary, zoned for rural living
- Drainage line along Potters Lane
- Contains portions of public land which appears unlikely to be used
- Larger lots 4000-20000sqm
- Some existing development towards Barkly Street and on larger lots within area
- Reads as part of current township
- Limited constraints, scattered vegetation
- Very close to train station and school

Consider potential to rezone to support resubdivision of larger lots to support town growth

AREA C:

Properties: 5 | Lots: 14 | Maximum yield: n/a

- Not currently within the township boundary, zoned for farming
- Part publicly owned land
- South of the resource recovery centre which may have adverse impacts
- Close to the train station and primary school (direct)
- No access across train line
- No existing services or infrastructure

*Potential opportunity for longer term growth, dependant on resource recovery centre and connections across rail line
Potential for Low Density Residential rezoning.*

AREA D:

Properties: 10 | Lots: 36 | Maximum yield: 331

- Not currently within the township boundary, zoned for rural living
- Part publicly owned land
- Close to town centre
- Majorca Road is single lane

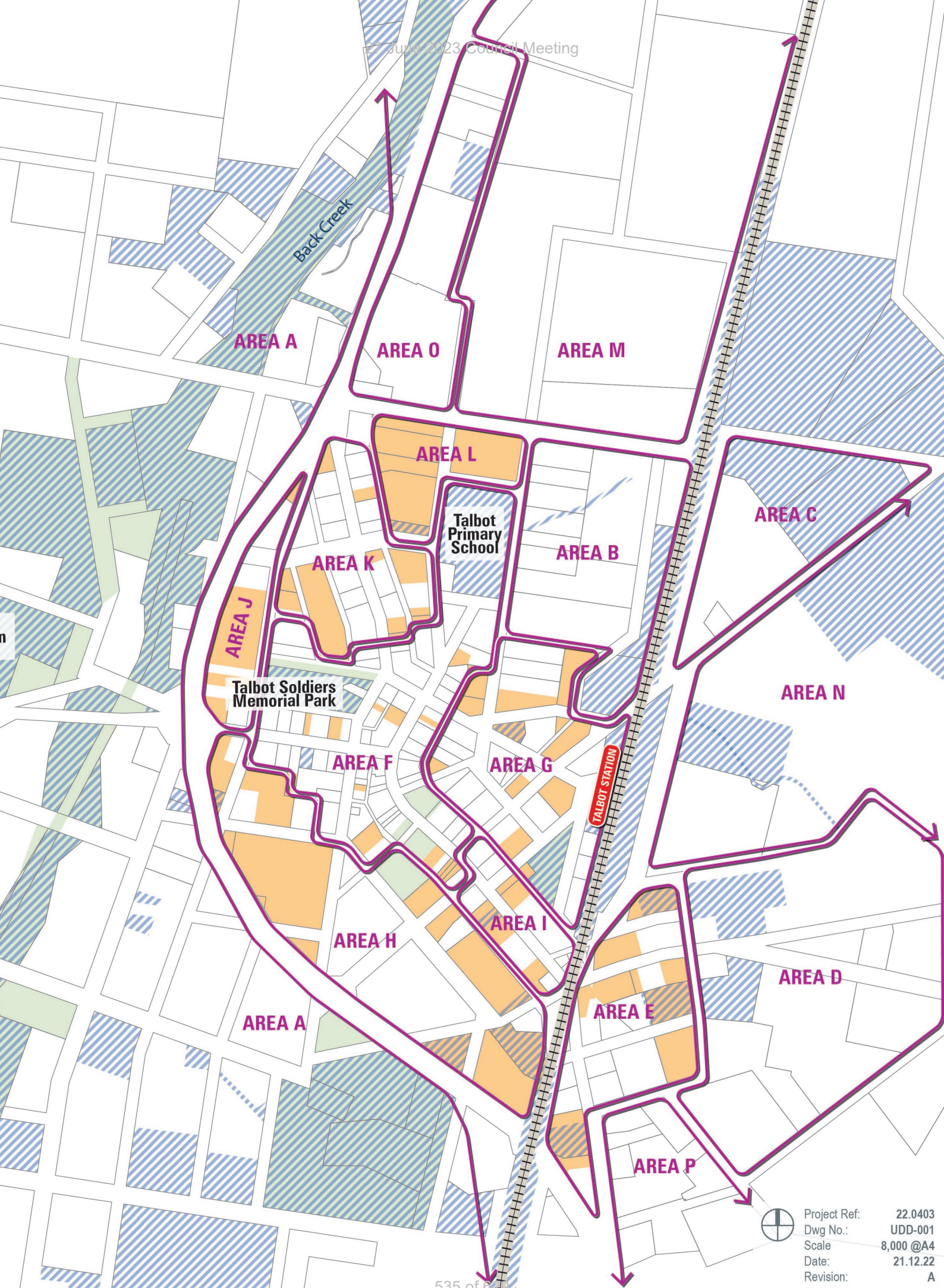
Potential opportunity for resubdivision to low density residential land. Potentially for sewerage meaning land could subdivided down to 2000sqm or standard residential.

AREA E:

Properties: 15 | Lots: 50 | Maximum yield: 51

- Part of the existing settlement area
- Connection across the train line at Scandinavian Crescent
- More difficult to sewer
- Some properties may have heritage value
- Southern gateway to township has visual sensitivity
- Rear of lots visible from main road.

Potential for further subdivision and redevelopment of existing lots once sewered. Potential for Low Density Residential rezoning. Lots along township entry have constraints in terms of visibility / tourism and there may be heritage values which constrain development.



AREA A

AREA O

AREA M

AREA L

Talbot Primary School

AREA B

AREA C

AREA K

AREA J

Talbot Soldiers Memorial Park

AREA N

AREA F

AREA G

TALBOT STATION

AREA H

AREA I

AREA D

AREA A

AREA E

AREA P



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AREA F:

Properties: 60 | Lots: 78 | Maximum yield: 44

- Core heritage area
- Numerous individual significant heritage buildings
- Integral to perceptions of the townships character and tourism potential
- Highly sensitive area
- Significant vegetation on private landholdings
- Small lots, limited vacant lots, limited opportunities for resubdivision

Limited opportunities for growth, protection of heritage character likely to be paramount

AREA H:

Properties: 21 | Lots: 39 | Maximum yield: 165

- Part of the existing settlement area
- Significant amounts of vacant or underutilised land, cleared
- Limited existing heritage stock but some would have some impact on long range views
- Highly visible location on main road and at town gateway which provides a rural setting for historic core
- Minor flood impacts to north of area close to Camp Street

Potential for further subdivision and redevelopment of existing lots once sewered. Development would need to be sensitive to highly exposed location and minor flood risk.

AREA G:

Properties: 23 | Lots: 44 | Maximum yield: 93

- Part of the existing settlement area
- Great access to services and facilities, train station, school etc
- Some vacant land, and larger lots with resubdivision potential
- Large parcel of public land not currently utilised
- Some heritage sensitivities (particularly along lanes close to Scandinavia Crescent)
- Visually prominent area given location between train station and Scandinavia Crescent

Potential for further subdivision and redevelopment of existing lots once sewered. Development would need to be sensitive to heritage characteristics.

AREA I:

Properties: 10 | Lots: 36 | Maximum yield: 15

- Part of the existing settlement area
- Great access to services and facilities
- Some heritage sensitivities
- Some vacant land, and larger lots with resubdivision potential
- Very sensitive corridor given location of Scandinavia Crescent and as part of town entrance

Potential for further subdivision and redevelopment of existing lots once sewered. Development would need to be very carefully managed due to location.

AREA J:

Properties: 4 | Lots: 18 | Maximum yield: 37

- Part of the existing settlement area
- Good access to services and facilities
- Influence on views to heritage buildings and town setting
- Area of potential cultural heritage sensitivity
- Some vacant land, and larger lots with resubdivision potential

Potential for further subdivision and redevelopment of existing lots once sewered. Development would need to be sensitive to highly exposed location.

AREA K:

Properties: 21 | Lots: 70 | Maximum yield: **XX**

- Part of the existing settlement area
- Great access to services and facilities, train station, school etc
- Some vacant land, and larger lots with resubdivision potential
- Heritage sensitivities (particularly along lanes close to Scandinavia Crescent)
- Visually prominent area given location as northern gateway to Scandinavia Crescent and historic core

Potential for further subdivision and redevelopment of existing lots once sewered. Development would need to be sensitive to heritage characteristics.

AREA N:

Properties: n/a | Lots: n/a | Maximum yield: n/a

- Not currently within the township boundary, zoned for farming
- Between rural living land fronting Ballarat-Maryborough Road and the rail line
- No existing services or infrastructure
- Close to train station
- No access across train line
- Some publicly owned lots

Potential opportunity for longer term growth or Low Density Residential development

AREA L:

Properties: 6 | Lots: 14 | Maximum yield: **XX**

- Part of the existing settlement area
- Large vacant lots
- Some flooding impacts associated with drainage line along alignment of Potters Lane
- Adjoining school and close to services etc

Potential for subdivision of existing lots once sewered.

AREA O:

Properties: 7 | Lots: 23 | Maximum yield: **XX**

- Not currently within the township boundary, zoned for rural living
- Lots front Ballarat-Maryborough Road so are visually sensitive
- Some minor flooding
- Some parts of the precinct identified as higher fire risk in bushfire assessment

Potential opportunity for resubdivision to low density residential land. Potentially for sewerage meaning land could subdivided down to 2000sqm

AREA M:

Properties: n/a | Lots: n/a | Maximum yield: n/a

- Not currently within the township boundary, zoned for farming
- Between rural living land fronting Ballarat-Maryborough Road and the rail line
- No existing services or infrastructure
- Established agricultural business

Potential opportunity for longer term growth

AREA P:

Properties: n/a | Lots: n/a | Maximum yield: n/a

- Not currently within the township boundary, zoned for rural living
- Some lots front Ballarat-Maryborough Road and form the southern gateway so are visually sensitive

Potential opportunity for resubdivision to low density residential land. Potentially for sewerage meaning land could subdivided down to 2000sqm



8.8.7

Talbot Structure Plan – Housing and Commercial Technical Assessment

Prepared for Central Goldfields Shire Council

DEC | 2022





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SGS Economics and Planning Pty Ltd
ACN 007 437 729
www.sgsep.com.au

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Executive summary

Hansen Partnership, together with SGS Economics and Planning and Hello City, are working with Central Goldfields Shire Council to develop the Talbot Structure Plan (the Plan). This report provides a technical assessment of the housing and commercial market in Talbot as an informing document for the Plan, which will form one of the two component of the Talbot Futures Project, the other being the Talbot Sewerage Scheme Proposal.

State policy requires that local governments plan to accommodate projected population growth over at least a 15-year period and provide clear direction on locations where growth should occur. A 2019 Residential Land Supply and Demand Assessment found that in aggregate, there is 18-25 years of zoned urban residential land supply in Central Goldfields Shire, however there is a mismatch between supply and demand geographically – Maryborough is where demand is concentrated (based on historical trends) but most of the capacity is in other townships.

In Talbot, historical growth has been negligible, due largely to the lack of sewerage. The town is currently seeing little residential building activity. Population growth is stalled and reflects a trend of ageing that surpasses that of Central Goldfields. There is very little in the way of access to local goods and services. The few retail shops have limited operating hours, and most residents would need to travel to Maryborough to fulfil their day-to-day needs. With the proposed introduction of a sewerage system to Talbot, the potential for more significant growth and development is unlocked.

This report sets out four housing growth scenarios for Central Goldfields Shire townships and the non-township areas, to ensure that Talbot's future is considered in its appropriate context. The first three assume the growth rates identified in the 2020 Population, Housing & Residential Strategy (based on the 2019 Supply and Demand Assessment). VIF19 and Recent growth scenarios are based on historical trends and state government forecasts and anticipate relatively modest growth for the Shire in future. The Big Melbourne envisions somewhat greater growth for the Shire due to the 'spillover' effect from growth in larger nearby centres.

The fourth (Post-COVID) is a new scenario which builds on these assumptions and factors in additional growth due to entrenched post-COVID pull factors and strategic interventions that unlock additional land for development, ultimately resulting in a growth rate less than but more closely resembling that seen in the nearby Mount Alexander LGA.

The scenarios also anticipate the share of growth across the different townships of the Shire (where growth will occur). The first two scenarios assume a spread of development broadly reflecting recent historical trends (growth concentrated in Maryborough), while the two scenarios with higher growth assume higher shares of Shire-wide development in Talbot and Carisbrook.

A summary of the scenario results for Talbot are shown below.

TABLE 1: SUMMARY OF GROWTH BY SCENARIO FOR TALBOT

Scenario	Shire-wide AAGR (dwellings)	Share of growth for Talbot	Additional dwellings required 2020-2051	Total dwellings 2051	Additional dwellings per year 2021-2051
1 VF19	0.6%	4%	55	343	2
2 Recent growth	0.9%		86	374	3
3 Big Melbourne	1.1%	16%	435	723	15
4 Post-COVID	1.5%		631	919	21

A range of 15-21 dwellings per year is suggested by the ‘upside’ scenarios.

This growth should be supported by additional retail floorspace in the town, allowing residents to meet more needs locally. **A small supermarket of 500-600sqm, potentially supported by 2-3 smaller shops (approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years’ time.**

It is important to note that optimistic growth rates, such as that suggested by the ‘Post-Covid’ scenario, are unlikely to be achieved given existing lot and ownership fragmentation in the township, without orderly infill development and potentially, the addition of modest, adjacent town extensions in conventional or low-density residential precincts. This is also likely to underpin a more certain development trajectory to support a sewerage extension business case.

The next steps to arise from this technical assessment are:

- Consultation with the community and stakeholders to confirm the feasibility of the scenarios
- More detailed assessment of capacity for growth in Talbot to ensure the rate and share of growth can reasonably be accommodated
- Potential refinements to the scenarios to finalise demand forecasts for Central Goldfields Shire

1. Introduction

1.1 Project context

Talbot is located in the southern part of Central Goldfields Shire local government area (LGA). Despite the town's rich heritage, pleasant town centre, convenient location on the train line and its proximity to the key regional towns of Maryborough and Ballarat, development potential has been constrained by a lack of sewerage infrastructure. The Central Goldfields Shire Council is preparing a business case to determine the costs and benefits of the provision of sewerage infrastructure in the town and in tandem, is developing a Talbot Structure Plan to guide development in the area.

Hansen Partnership, together with SGS Economics and Planning and Hello City, are working with Central Goldfields Council to develop the Talbot Structure Plan (the Plan). The Plan is one component of the broader Talbot Futures Project. The other component is the preparation of a sewerage scheme and a business case for the project. Community and stakeholder engagement with Talbot's residents will inform both components of the project.

1.2 Purpose of this report

The purpose of this report is to provide a technical assessment of the housing and commercial market in Talbot. This technical assessment is intended to create a robust evidence base to inform the Structure Plan, including an understanding of the current and future demand for housing in Talbot, and feeds into Stage 2a (Technical Assessments) of the project methodology.

Following this introduction, the report is structured into the following chapters:

2. **Policy context** sets out the state, regional and local policy context and its implications for Talbot.
3. **Housing and demographic profile**
4. **Housing market trends** analyses the factors influencing Talbot's housing market and individual preferences.
5. **Commercial market audit** takes stock of the existing commercial space in Talbot.
6. **Demand scenarios** explore potential growth rates and distribution for the townships of Central Goldfields Shire, including Talbot.
7. **Directions for Talbot Structure Plan** summaries the implications of the above findings for the Talbot Structure Plan.

1.3 Study areas

The geographies relevant to this analysis are summarised below:

- **The Talbot Structure Plan study area:** this forms the study area for the project, defined as the area covered by the Township Zone (TZ) in central Talbot.

- **Talbot SAL:** Suburbs and Localities (SAL), previously known as State Suburbs (SSC) are an ABS statistical area defined by the ABS as an approximation of suburbs (in cities and larger towns) and localities (outside of cities and larger towns). This statistical area is utilised for the demographic analysis and demand scenarios. It includes some low density areas outside the township and study area.

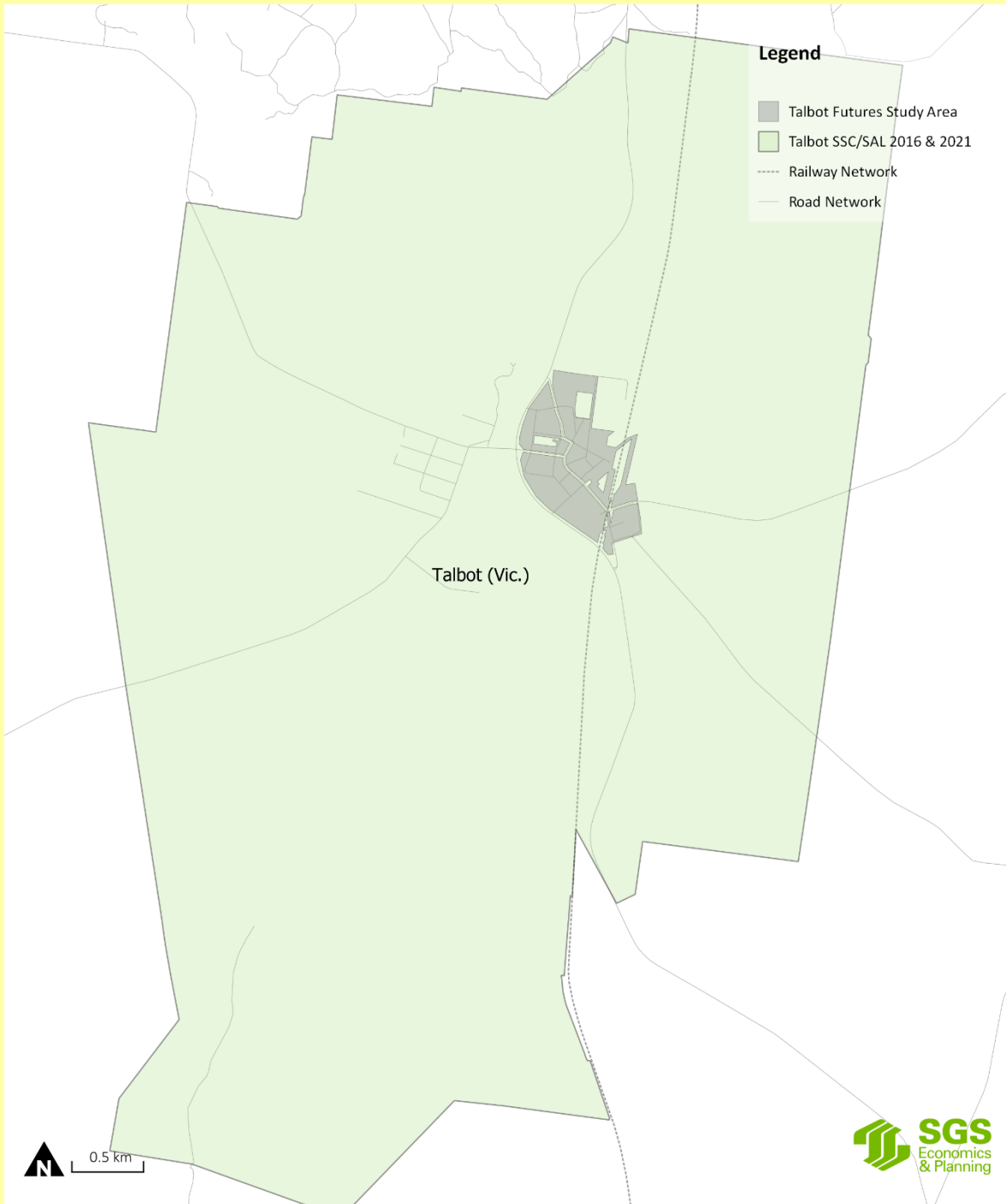
These geographies are depicted in Figure 1.

- **Central Goldfields Shire:** Local Government Area (LGA) – the Council area in which Talbot is located. It is an ABS-defined statistical area that has been adopted for the demographic analysis and demand scenarios.

It is important to note that the SAL (previously SSC) boundary of Talbot and other townships in Central Goldfields Shire shifted between the 2011 and 2016 Census, with a significant reduction in the hinterland areas of the township being included in the boundary. Direct comparisons of population growth and change can therefore only be made between the censuses of 2016 and 2021 where the boundaries remained consistent. Figure 2 depicts the different statistical areas between the 2011 and the 2016/21 Census years.¹

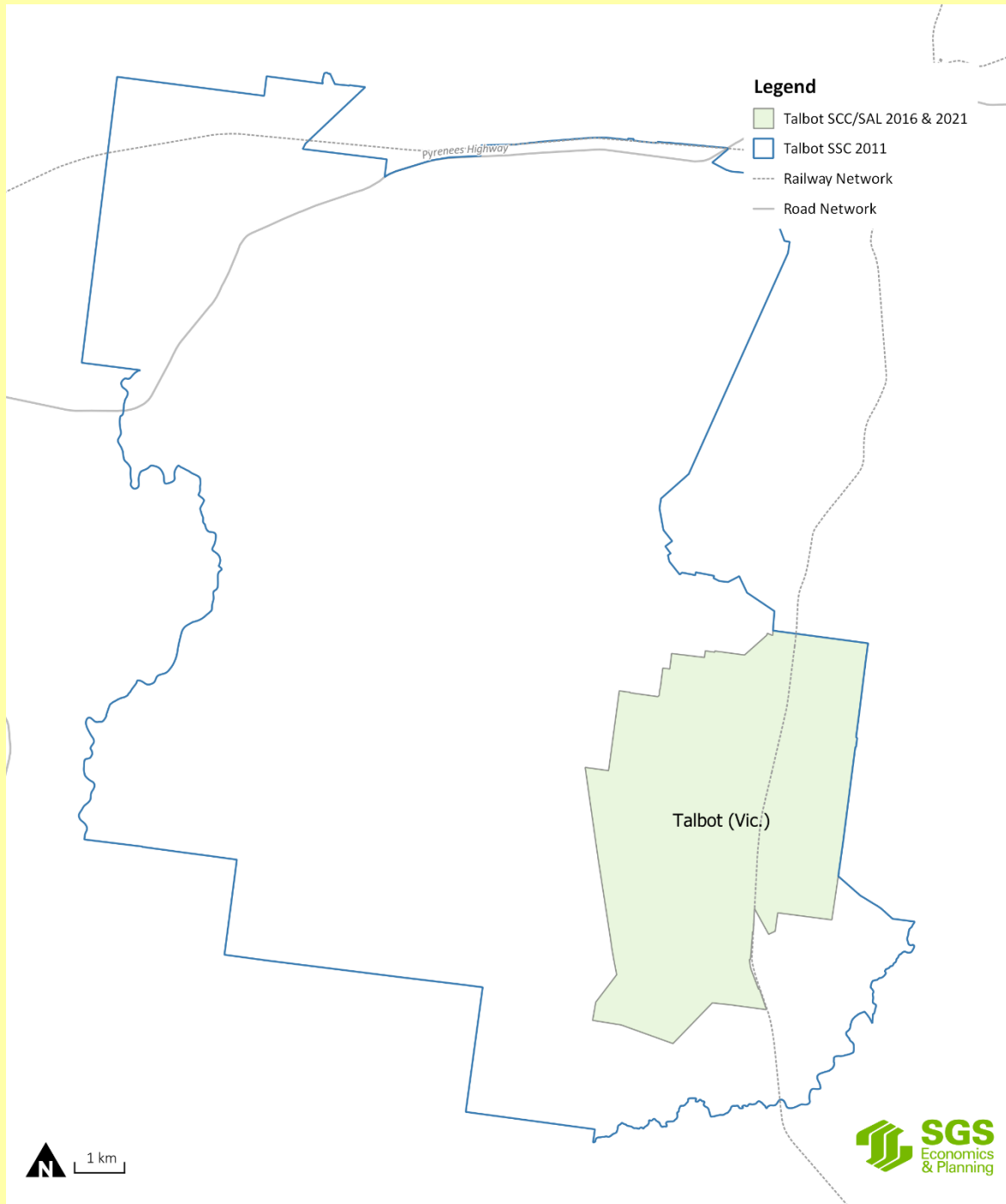
¹ The demographic analysis and population scenarios undertaken by Spatial Economics for Central Goldfields Shire in the 2020 Population, Housing and Residential Strategy relied on Urban Centre Localities (UCLs) rather than SSCs/SALs. UCLs represent smaller geographical areas with concentrated urban development. For Talbot and other Central Goldfields townships this is typically limited to town centres and does not incorporate a full 'suburb or locality' (as statistically defined, broadly equivalent to a township and its immediate hinterland in a regional context).

FIGURE 1: TALBOT CONTEXT MAP



Source: SGS Economics and Planning, 2022

FIGURE 2: TALBOT SSC (2011) AND SSC/SAL (2016, 2021)



Source: SGS Economics and Planning 2022, adapted from ABS Census

2. Policy context

This section provides an overview of the state, regional, and local policies that are relevant to the project.

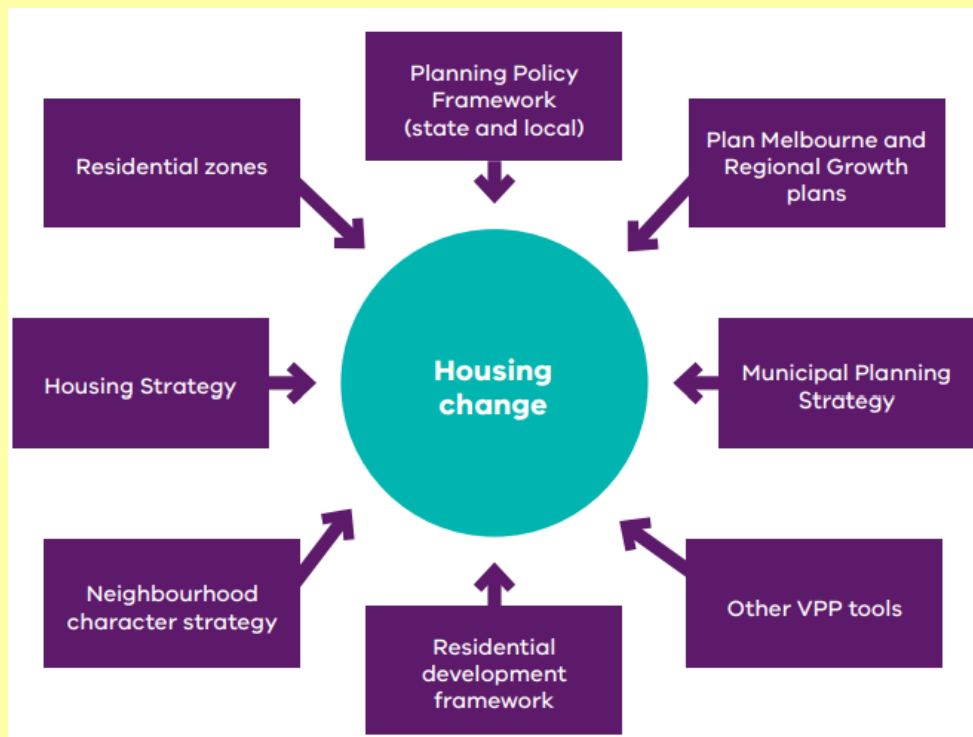
2.1 Planning Practice Note 90

The Department of Environment, Land Water and Planning (DELWP) Planning Practice Note 90 (PPN90)², published most recently in December 2019, directs municipalities in Victoria to plan for housing. The document identifies that planning for urban growth should consider:

- Opportunities for consolidation, redevelopment, and intensification of existing urban areas.
- Neighbourhood character and landscape considerations.
- The limits of land capability and natural hazards, and environmental quality.
- Service limitations and the costs of providing infrastructure.

PPN90 sets out the following, which should be considered for housing change:

FIGURE 3: PLANNING FOR HOUSING CHANGE



Source: DELWP, Planning Practice Note 90: Planning for Housing (2019)

² https://www.planning.vic.gov.au/__data/assets/pdf_file/0032/445388/PPN90-Planning-for-housing.pdf

In addition, it stipulates that municipalities should:

Plan to accommodate projected population growth over at least a 15-year period and provide clear direction on locations where growth should occur. Residential land capacity will be considered on a municipal basis, rather than a town-by-town basis.

As state government requires a consideration of future growth at a municipal level, this study considers growth across the Shire and then how this might be met across the five towns and the remainder of the Shire. The recommendations will balance these two considerations.

2.2 State and regional policy

Plan Melbourne 2017-2050 is the principal state-level strategic document that guides growth and development of the metropolitan area. It emphasises the importance of regional Victoria, to support housing and economic growth, enhance social and economic participation, and to support healthy communities. According to the policy, growth in rural townships should be in keeping with the character of those places, and balanced with the protection of productive land, economic resources, and biodiversity assets.

Loddon Mallee South Regional Growth Plan (2014) is the strategic land use plan that guides growth and change in the region over 30 years. The Plan is structured around eight principles, including the sustainable growth of population and settlements, the diversification of the economy, protecting and enhancing the natural assets, and improving infrastructure. The Plan identifies the need to investigate the sewerage of Talbot to support growth.

Loddon Campaspe Economic Growth Strategy (2019) is the strategic framework for economic growth in the region which comprises six local government areas: Campaspe Shire, Central Goldfields Shire, City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire. The Strategy identified five areas of focus, including strengthening the regional food industry and the employment and innovation corridor.

2.3 Local policy

There are three principal documents that guide housing and industrial land supply and demand in the Shire:

- The **Population, Housing and Residential Strategy (2020)** ensures Central Goldfields has adequate residential land and supply to meet anticipated housing needs to 2036. It is based on a 2019 Residential Land Supply and Demand Assessment prepared by Spatial Economics.
- The **Industrial Land Supply & Demand Assessment (2021)** addresses the adequacy of industrial land supply and the appropriateness of current Council planning for future industrial land supply.
- The **Central Goldfields Shire Council Planning Scheme Review (2020)** informs updates to the Planning Policy Framework, Municipal Planning Strategy, improvements and updates to the Scheme, and provides guidance for future strategic planning projects.

Relevant implications from these policy documents are summarised below.

Housing supply and demand in Central Goldfields Shire

Different future population growth rates in the Shire have been identified. The Planning Scheme Review (2020) adopts a modest population growth forecast of 0.5-1% per annum. The Population, Housing and Residential Strategy (the Strategy) looks at three plausible population scenarios over the forecast period (2020-2036) to provide strategic direction for Council's future residential development (see Table 2).

TABLE 2: POPULATION AND DWELLING DEMAND GROWTH SCENARIOS, 2020-2036

Scenario forecast	Average annual population growth (%)	Average annual dwelling growth rate (%)	Additional dwellings required
VIF19	0.4%	0.6%	713
Recent growth	0.6%	0.9%	1,024
Big Melbourne	0.8%	1.1%	1,304

Source: Spatial Economics, 2020

The Strategy suggests the forecast population growth and dwelling demand will translate to an estimated requirement for between 22 and 78 hectares (ha) of additional broad-hectare residential land in the Shire over the next 25 years. However, the Strategy identifies key issues to fulfilling this housing demand in the Shire, including:

- **A shortage of residential zoned broad-hectare land:** there is not sufficient broadhectare land to accommodate residential demand in the medium- to long-term.
- **A lack of housing diversity:** more than 90% of the existing housing stock in the Shire is comprised of single detached dwellings.
- **An ageing population:** in 2016, the median age of the Shire's residents was 50, compared to 37 for Victoria. Housing in the Shire will need to diversify to include provisions for ageing in place, downsizing, affordable housing, and housing close to the services.
- **Significant environmental constraints** coupled with large lot sizes, particularly in the residentially-zoned areas around Maryborough, results in a relatively low dwelling yield of 4.7 dwellings per gross ha for the municipality.

The underlying 2019 Residential Land Supply and Demand Assessment took stock of the vacant infill lots within each township area as well as the broadhectare lots in the RLZ and LDRZ. It forecasts the years of supply for each township area based on the number of vacant/undeveloped broadhectare and infill lots available for residential development and historical population growth and dwelling construction activity. Table 3 contains a summary of its findings.

Maryborough currently has a combined total of an estimated 516 existing residential zoned lots in infill and broadhectare (greenfield) areas. Based on recent development patterns that have seen a large share of the Shire's growth concentrated in Maryborough, it is estimated that this supply would be exhausted in 13 years (~2032 from the base year of 2019).

For Dunolly and Carisbrook, the 2019 Assessment determined that there is ample residential land to meet medium to long-term demand for dwelling growth. No estimate is made for Talbot on the assumption that its growth would be negligible, as in recent years (without sewerage infrastructure).

In aggregate, there is 18-25 years of zoned urban residential land supply in the municipality, however there is a mismatch between supply and demand geographically – Maryborough is where demand is concentrated (based on historical trends) but most of the capacity is in other townships.

Based on this, the 2019 Assessment recommends increasing the supply of residential zoned land to meet medium and long-term needs. In response, the 2020 Strategy proposes that the private housing market primarily focuses on urban consolidation in established areas of Maryborough, broad-hectare development around Carisbrook, and complementary provision of low density residential and rural development in areas surrounding Maryborough/Carisbrook. It also recommends exploring sewerage options for Talbot to enable greater residential development.

TABLE 3: EXISTING RESIDENTIAL LOTS BY TOWNSHIP & FORECAST YEARS OF SUPPLY

Area	Residential Lots	Forecast Years of Supply
Maryborough Total	516	13-19 years (13 probable, at approx. 40 dwellings per year)
Maryborough - infill	188	
Maryborough – broadhectare	328	
Dunolly Total	177	Ample land to meet medium to long-term demand
Dunolly - infill	76	
Dunolly - broadhectare	101	
Carisbrook Total	163	Ample land to meet medium to long-term demand
Carisbrook - infill	39	
Carisbrook - broadhectare	124	
Talbot Total	15	N/A – due to local constraints and negligible historical growth
Talbot – infill	0*	
Talbot – broadhectare	15	
Total Residential Lots	910	18-25 years

Source: Central Goldfields Shire Residential Land Supply and Demand Assessment (Spatial Economics, 2019) *

39 infill lots were identified in Talbot, however these are effectively not available for development due to soil capabilities/size of allotment not being suitable to support septic tank waste systems.

Since this assessment was prepared, a substantial proportion of the 328 broadhectare lots in Maryborough have already been developed, meaning the available capacity at present is even more limited, and the need for identifying alternative areas for growth even more critical.

Talbot implications

Population growth and housing demand is modest in Talbot compared to other towns in the Shire. According to the Residential Strategy (2020) and underlying Assessment (2019), Talbot only has approximately 15 useable residential lots but without a reticulated sewerage system, there is no need to identify and rezone additional land for housing. A limited availability of local facilities and services also constrain housing demand in the town.

However, there is a need to identify additional land to accommodate residential growth in the medium-to long-term in the Shire. Given the bushfire constraints in some areas of Maryborough and the diminishing supply of available broadhectare lots for development, this need is becoming increasingly acute.

In addition, the Central Goldfields Shire Council Planning Scheme Review (2020) has identified the need to review some of the existing planning controls in Talbot, including the Township Zone, the Significant Landscape Overlay 2 (SLO2), and the Erosion Management Overlay (EMO).

Commercial and Industrial Land Supply and Demand in Central Goldfields

The Industrial Land Supply & Demand Assessment (2021) identified a total of 595ha of industrial zoned land across the Shire, around one third (198ha) of which is available for development. Once allowance for 'take outs' (roads, drainage, and other infrastructure) is made, there is approximately 140ha net developable industrial land across the Shire.

Talbot implications

There are no industrial land stocks in the town and no evidence of unmet industrial land demand. The Planning Scheme Review (2020) recommends further investigation into the extent of the town centre in Talbot but finds no issues with the Township Zone in terms of accommodating a mix of commercial and residential uses.

2.4 Zoning and Overlays

The main planning scheme zones applying in Talbot are the Farming Zone (FZ) and the Rural Living Zone (RLZ) which extends to the south of the township. The town centre is zoned Township Zone (TZ) and includes small areas of Public Use Zone land to accommodate a memorial park, schools, and fire station.

Overlays also apply to the township, most notably an Erosion Management Overlay (EMO) which requires a permit for development. Much of the land to the south and west of the town centre is also restricted by a Bushfire Management Overlay (BMO) and Vegetation Protection Overlay (VPO). A Land

Subject to Inundation Overlay (LISO) also applies to land surrounding the creek and a Heritage Overlay (HO) applies to the town centre to protect the local character and history. Land to the east of the town centre is not subject to any planning overlays, indicating high suitability for development.

FIGURE 4: TALBOT PLANNING SCHEME ZONES



Source: VicPlan, accessed 10 Oct 2022

FIGURE 5: TALBOT PLANNING SCHEME OVERLAYS



Source: VicPlan, accessed 10 Oct 2022

3. Housing and demographic profile

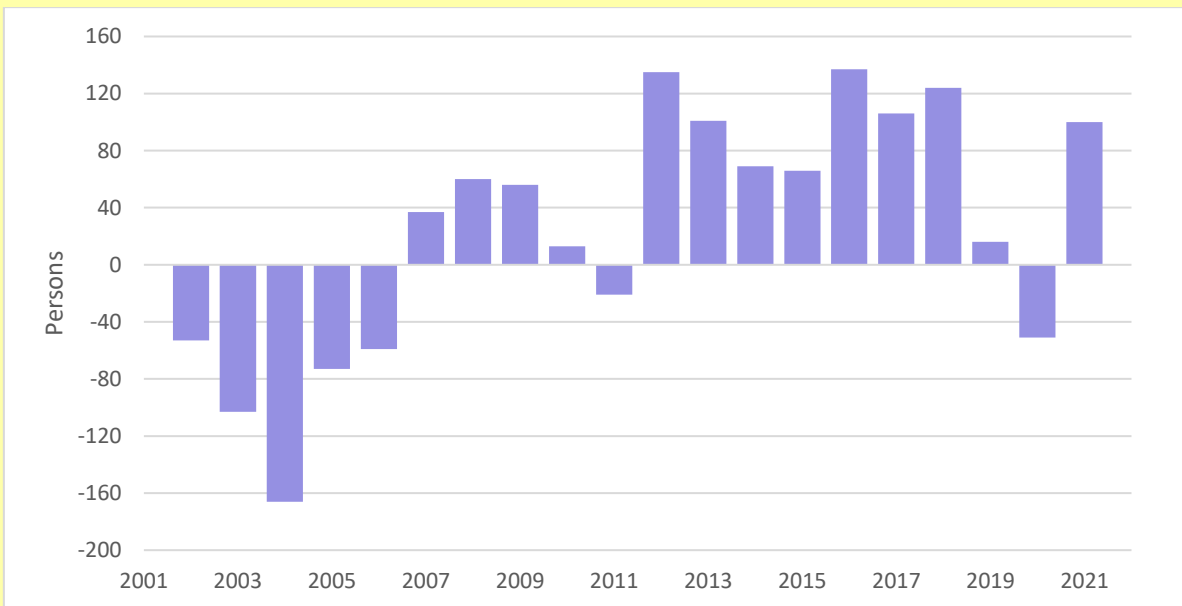
Talbot is characterised by a small, ageing residential population. The town has experienced minimal growth This section provides more detail on the local demographics.

3.1 Population growth

The Central Goldfields LGA has experienced large swings in estimated resident population in the last 20 years. From 2001 to 2010, the population decreased by 32 people on average each year, or -0.25% (Figure 6).

While many factors could be attributed to this significant reduction in population, migration for employment prospects and low natural increase could be key determinants. From 2011 to 2019, the population in Central Goldfields bounced back with an average increase of 81 people or 0.63% average annual growth rate (AAGR), making up for the loss in population from the previous decade. More recently, the resident population has rebounded strongly after a net decrease in FY2020, coinciding with the COVID-19 pandemic, resulting in a loss of 51 people.

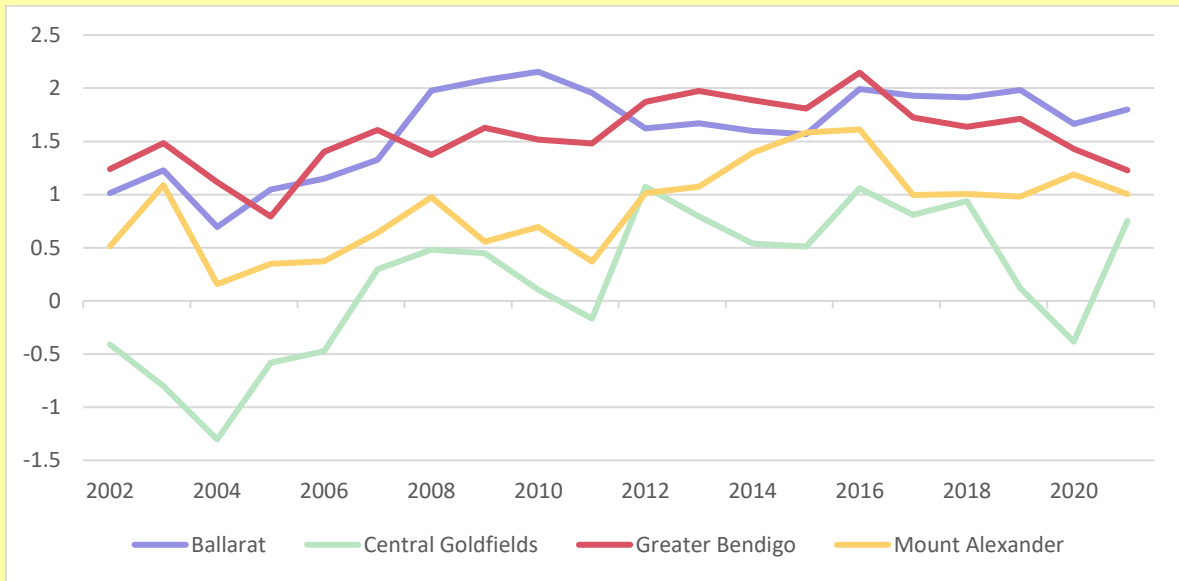
FIGURE 6: ESTIMATED RESIDENT POPULATION INCREMENTS, CENTRAL GOLDFIELDS



Source: ABS, SGS Economics & Planning

The AAGR for Central Goldfields has for the most part been positive since 2007 (Figure 7). In 2021, population growth bounced back to pre-pandemic levels, at 0.75%. In comparison to its neighbouring LGAs, Central Goldfields growth rate is below the growth rate of Regional Hubs such as Bendigo and Ballarat but is reaching growth levels similar to Mount Alexander.

FIGURE 7: POPULATION GROWTH RATE, BY LGA



Source: ABS, SGS Economics & Planning

According to ABS Census data, the Central Goldfields Shire population increased by 490 people between 2016 and 2021 with an average annual growth of 0.8%. All townships experienced an increase in population in 2021. Talbot’s growth was relatively modest in the context of the Shire over the last 5 years, at an average annual rate of 0.5% (Table 4).

TABLE 4: TOTAL POPULATION BY LGA AND SSC/SAL

	2011*	2016	2021	Change 2016-21	Avg. Annual change 2016-21
Maryborough	7630	7921	8160	239	0.6%
Carisbrook	1143	1115	1192	77	1.4%
Dunolly	908	893	899	6	0.1%
Talbot	715	442	452	10	0.5%
Central Goldfields	12496	12993	13483	490	0.8%

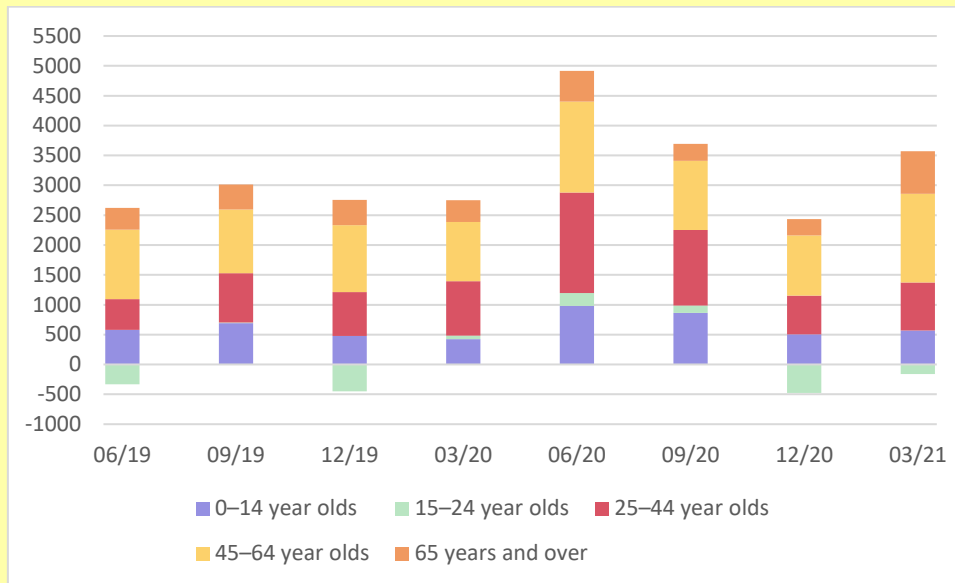
Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.

*Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

3.2 Migration Flows

Historically, outflows from cities to regional Victoria have been dominated by older households. While this has continued, they are now joined by younger families with kids. This is likely a result of the effects of the pandemic lockdowns experienced in Melbourne in 2020 and 2021. For instance, it is estimated that 43% of departures from Melbourne in the first quarter of 2021 moved to regional Victoria.

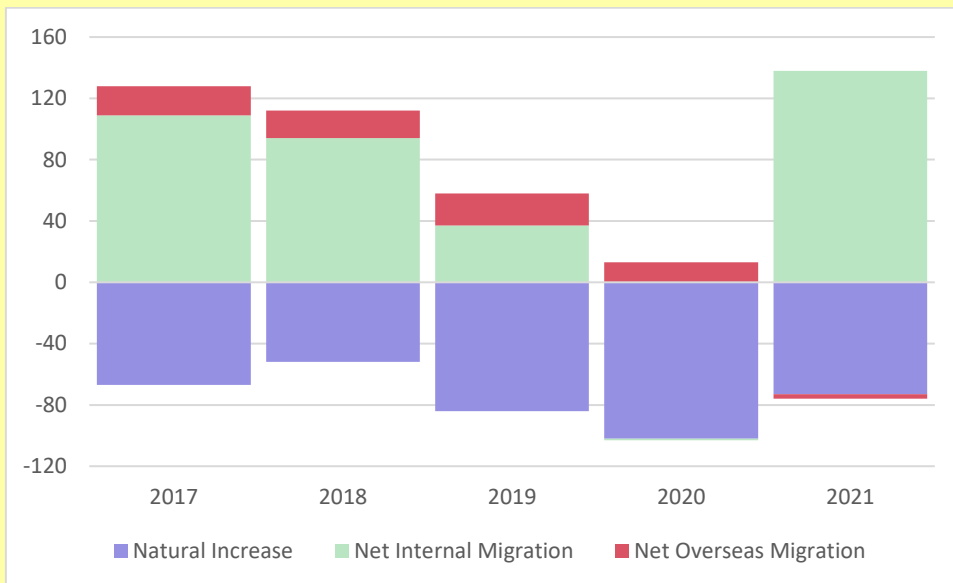
FIGURE 8: REGIONAL VICTORIA NET INTERNAL MIGRATION BY AGE



Source: ABS, SGS Economics & Planning

Historically, skilled migrants, international students attending regional universities and working holiday makers have dominated flows of migrants to Victoria’s regional areas. For Central Goldfields, Net Overseas Migration (NOM) represents a small component of overall population growth but it contributes to offset the significant declines in natural increase (births minus deaths). The large component of population growth in the LGA is Net Internal Migration (NIM; arrivals minus departures). Prior to the pandemic, NIM was falling as more people moved to Melbourne and other capital cities. However, this has changed as Melbourne went into lockdowns due to the pandemic. This led to a large influx of internal migration to Central Goldfields above historical trend.

FIGURE 9: COMPONENTS OF POPULATION INCREASE, CENTRAL GOLDFIELDS



Source: ABS, SGS Economics & Planning

3.3 Age Profile

Looking at the median age for towns, the median age in Talbot rose by 5 years between 2001 and 2016 Table 5. This is in line with the general ageing of the population – that is, a larger share of older people in general – but is particularly pronounced in Talbot where the lack of new development means there is no influx of younger households.

TABLE 5: MEDIAN AGE BY AREA

	2011*	2016	2021	Change 2016-21
Maryborough	48	50	51	+1 year
Carisbrook	44	44	45	+1 year
Dunolly	55	57	58	+1 year
Talbot	48	55	59	+4 years
Central Goldfields	48	50	52	+2 years

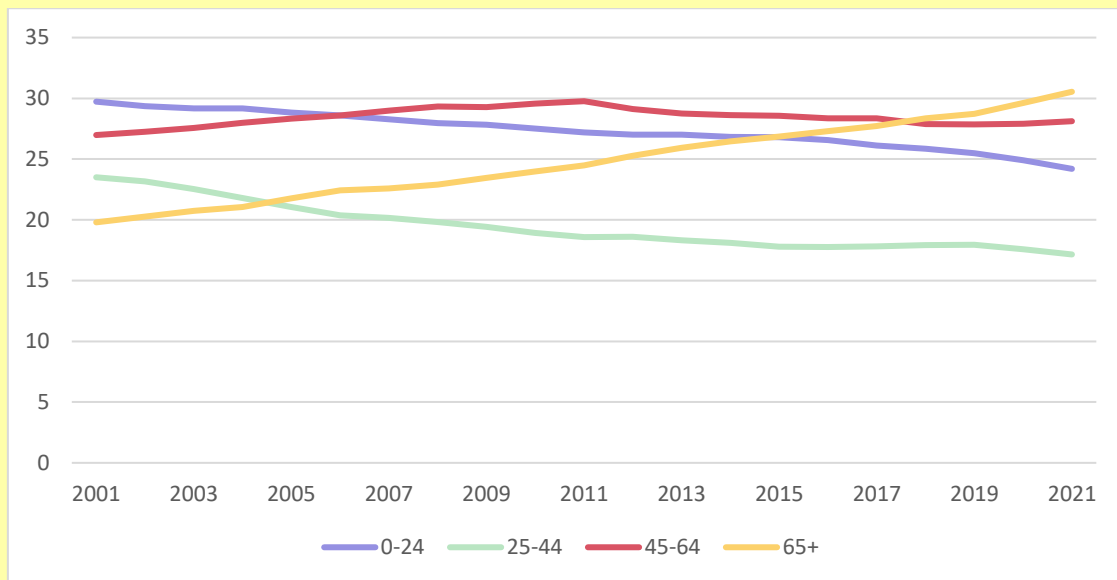
Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.

*Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

The age profile in Central Goldfields is shifting, with a decrease in the share of younger age cohorts (0 to 44), and a significant increase in the share of 65 and over (10 percentage point increase in the last 20 years). Since 2011 – when the first of the baby boomer generation turned 65 – the share of the population of retirement age has increased steadily.

These trends will continue as a result of Australia’s aging population and low fertility rates. Factors that affect fertility rates are educational attainment and marriage. As more women hold a university degree, it is more likely that they would delay fertility and ultimately have fewer children because the opportunity cost of leaving the labour market to have children will be higher than it otherwise would have been if they earned a lower income.

FIGURE 5 POPULATION SHARE BY AGE, CENTRAL GOLDFIELDS



Source: ABS, SGS Economics & Planning

3.4 Average Household Size

Household formation is defined by growth in the number of households and is affected by both demographic and economic influences. Key influencing factors are:

- **Changes in the rate of population growth:** given a constant propensity for persons to form separate households, a change in the rate of growth in the population results in a change in the rate of household formation, related or attributable to the varying age distribution of the population. The tendency to form separate households varies substantially from one age group to another and this therefore changes the number of households independent of the overall change in total population.
- **The pandemic has had a profound impact on household formation:** firstly, closed borders caused NOM to fall, dragging on population growth. Secondly, the distribution of the population shifted with the loss of international students in the 15-25 age group partly offset by returning expats. Thirdly, the pandemic spurred preference shifts towards more space, houses and regional locations resulting in lower household sizes and therefore increased rates of household formation and dwelling demand.

The towns in Central Goldfields experienced a decline in average household size as part of the reasons mentioned above and they are below the average household size of 2.4 for Regional Victoria. Dunolly and Talbot have the highest median age in Central Goldfields, and this is reflected in the household size in these towns. People in retirement age will be the norm going forward and household size may continue to fall in the long term if development remains stagnant. This is summarised in Table 6.

TABLE 6: AVERAGE HOUSEHOLD SIZE BY AREA

	2011*	2016	2021	Change 2016-21
Maryborough	2.2	2.1	2.1	0
Carisbrook	2.5	2.5	2.5	0
Dunolly	1.9	1.9	1.9	0
Talbot	2.4	1.9	1.9	0
Central Goldfields	2.2	2.2	2.1	-0.1

Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.

Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

3.5 Median Income

Talbot has a lower median income than Central Goldfields Shire (Table 7). This may be due to the relatively older population, with a higher proportion of people in their retirement stage of life, and thus with lower incomes on average. Because new development has been modest, Talbot has missed the boost in investment and 'new money' that other parts of regional Victoria have experienced – where professionals and 'tree changers' have been amongst the new arrivals.

TABLE 7: MEDIAN INCOMES – TALBOT AND THE SHIRE

	2011*	2016	2021	Change 2016-21
Central Goldfields				
Median total personal income (weekly)	381	452	503	51
Median total family income (weekly)	862	1001	1260	259
Median total household income (weekly)	685	775	904	129
Talbot				
Median total personal income (weekly)	353	404	457	53
Median total family income (weekly)	861	888	1292	404
Median total household income (weekly)	526	710	733	23

Source: ABS 2011, 2016 and 2021 Census SSC/SAL, SGS Economics & Planning.

*Note: 2011 Census year is not comparable to subsequent years due to differences in geographical areas.

4. Housing market trends

The local housing market of Central Goldfields Shire and Talbot is shaped by average household income, the distribution of house prices, and various other push and pull factors that influence individual housing preferences detailed in this section.

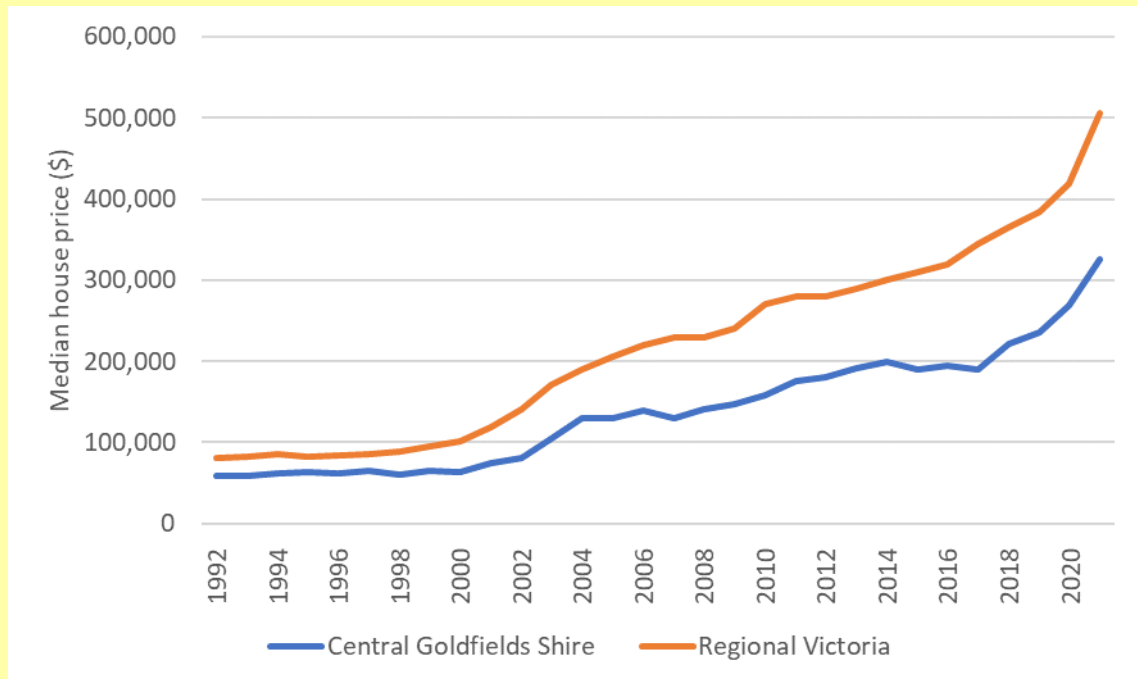
4.1 House prices

Central Goldfields Shire

In 2021, the median house price in Central Goldfields Shire reached \$325,000, representing an increase of over 20% compared to the previous year. The upward trend in house prices in the Shire, illustrated in Figure 10, follows a similar trajectory to median house prices in Regional Victoria. Over a longer period; between 2016 and 2021, the average annual growth rate of houses prices was 7.1% compared to 3.7% in Regional Victoria.

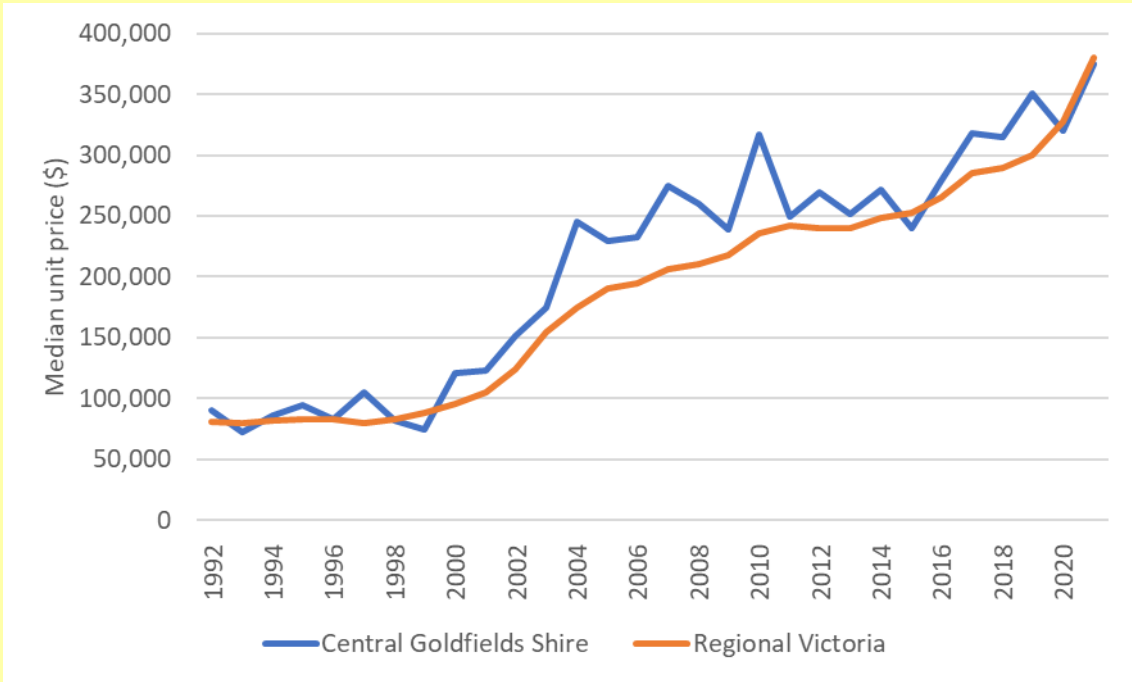
The median price of units in the Shire, as shown in Figure 11, has typically been higher than the Regional Victoria average. In 2021, the median unit price was \$375,000, having increased by 17% compared to the previous year. Figure 12 compares the median cost of houses and units in Central Goldfields Shire, showing that units are more expensive. This strays from the regional trend and may reflect the very small number of units in the Shire, likely concentrated in central Maryborough, the higher 'quality' amongst the small number compared to the 'average' of houses across the Shire.

FIGURE 10: MEDIAN HOUSE PRICES 1992-2021, CENTRAL GOLDFIELDS SHIRE



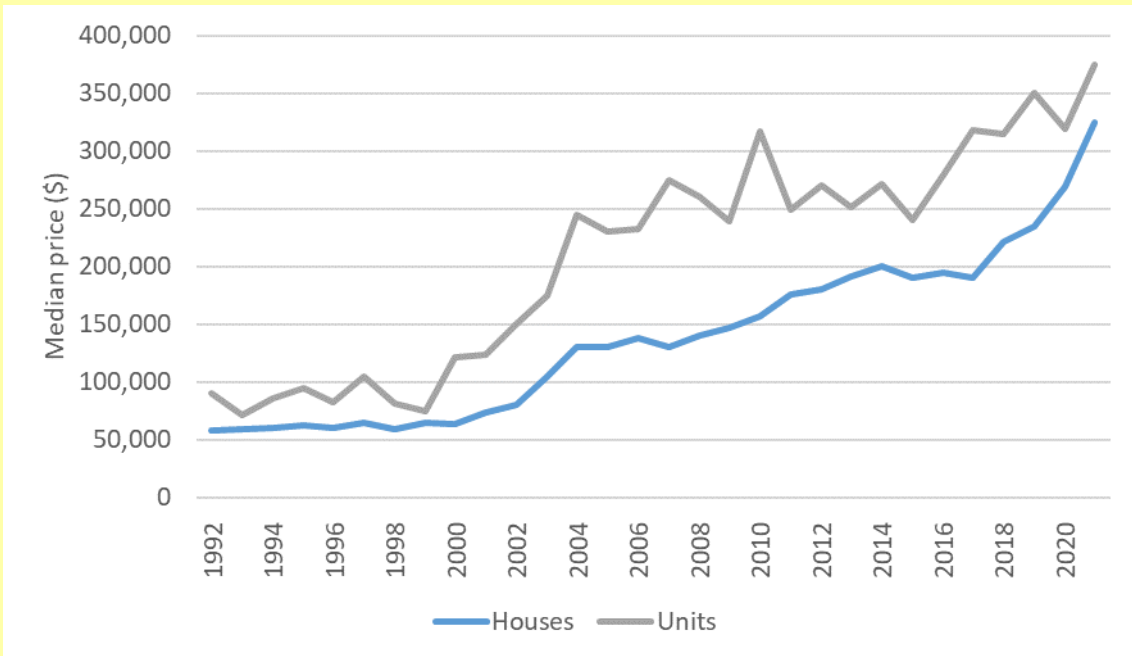
Source: Valuer-General Victoria, 2022

FIGURE 11: MEDIAN UNIT PRICE 1992-2020, CENTRAL GOLDFIELDS SHIRE



Source: Valuer-General Victoria, 2022

FIGURE 12: MEDIAN UNIT AND HOUSE PRICES 1992-2020, CENTRAL GOLDFIELDS SHIRE



Source: Valuer-General Victoria, 2022

Talbot

There is a lack of reliable data on house prices available for Talbot, given the low availability of dwellings for sale in the town. However, a metric from Real Estate Australia indicates that in 2021, the median house price in Talbot was \$336,100. Table 8 provides a comparison of the 2021 median house price across Central Goldfields Shire and townships and shows that Talbot had the lowest median house price (though close to that in Maryborough).

TABLE 8: MEDIAN HOUSE PRICE 2021, CENTRAL GOLDFIELDS SHIRE AND LOCALITIES

Locality	Median house price 2021
Central Goldfields Shire	\$325,000
Maryborough	\$337,500
Carisbrook	\$364,000
Talbot	\$336,100

Source: Valuer-General Victoria, 2022; RealEstate.com.au, 2022.

4.2 Rent and mortgage repayments

Median weekly rent amounts in Talbot and Central Goldfields have increased steadily over the 2011-2021 period (Table 9). Rent in Talbot in particular has increased, almost doubling over the ten-year period. Median monthly mortgage repayments exhibit a different trend in Talbot, where they have decreased slightly over the 10-year period to 2021 including a significant drop between 2011 and 2016. That said, the median repayments have rebounded in the last 5 years to almost equal the amounts seen in 2011.

TABLE 9: MEDIAN WEEKLY RENT 2011-2021, CENTRAL GOLDFIELDS SHIRE AND TALBOT

	2011	2016	2021	% Change 2011-2021
	Median Weekly Rent			
Talbot	\$85	\$123	\$160	88.2%
Central Goldfields Shire	\$150	\$195	\$235	56.7%

Source: ABS Census

TABLE 10: MEDIAN MONTHLY MORTGAGE REPAYMENTS 2011-2021, CENTRAL GOLDFIELDS SHIRE AND TALBOT

	2011	2016	2021	% Change 2011-2021
	Median Monthly Mortgage Repayments			

Talbot	\$900	\$780	\$867	-3.7%
Central Goldfields Shire	\$867	\$975	\$1,018	17.4%

Source: ABS Census

The median weekly household income in both Talbot and Central Goldfields have both increased over the 2011-2021 period (Table 11). However, Talbot incomes have increased more modestly in comparison, and experienced a slight decrease between 2011-2016 before rebounding 2016-2021.

TABLE 11: WEEKLY HOUSEHOLD INCOME 2011-2021, CENTRAL GOLDFIELDS SHIRE AND TALBOT

	2011	2016	2021	% Change 2011-2021
	Median Weekly Household Income			
Talbot	\$ 723	\$ 715	\$ 793	9.7%
Central Goldfields Shire	\$ 685	\$ 775	\$ 904	32.0%

Source: ABS Census

Based on the figures above, households in Talbot are spending around 20% of their income on weekly rent, or around 27% of their income on their monthly mortgages in 2021. This means the median household rental/mortgage costs are within an acceptable range to avoid housing stress on average. It is generally accepted that if housing costs exceed 30% of a low income household's (households with the lowest 40% of income) gross income, then that household is experiencing housing stress (30/40 rule)³.

4.3 Local housing market

Central Goldfields Shire

Engagement with local real estate agents (conducted in October 2022) provided further insight into the evolving housing market in Central Goldfield Shire. Their comments are summarised as follows:

- The housing market has been flooded with buyers from a variety of demographics including first homeowners, singles, investors and people upsizing and downsizing.
- People are attracted to move to the Shire because of lifestyle preferences, cheaper house prices relative to other areas, larger lot sizes relative to house price, and proximity to Ballarat, Bendigo, and Melbourne.
- The rental market is extremely competitive with few properties on the market, a high number of applicants (up to 30 per rental property) and a high occupancy rate.

³ AHURI 2019, Understanding the 30:40 indicator of housing affordability stress

- The COVID-19 pandemic has caused stronger demand for the housing and rental market. This demand has slowed slightly in recent months, likely due to inflation and the increased interest rates.

Talbot

- Talbot offers great appeal for home-buyers due its large lots and its proximity to Maryborough and Ballarat and the local amenities (shops, primary school, sports clubs). The town also appeals to weekenders looking for a rural get-away from Melbourne.
- The trainline is appealing to potential buyers, however trains are infrequent, so it is not as critical to the towns appeal as the driveable distance to regional centres.
- The lack of sewerage and clarity surrounding the timeline of potential works is off putting to potential home buyers. Land owners are currently holding on to their land in hopes that the sewerage will be installed. Without sewerage, the small vacant lots need to be bundled together in order to meet lot size requirements for a septic tank. Established homes are in demand but rarely come on the market.
- The town has significant potential, but its growth is severely constrained by the lack of sewerage.

4.4 Recent housing development

Building permit data from the last 3 years provided by Central Goldfields Shire Council confirms the lack of new dwelling activity in Talbot in recent years. While some building permits have been issued for construction of sheds, car ports, and alterations to existing dwellings, there have been no dwelling completions within the last 3 years in Talbot.

However, there are three sites with active building permits for new dwellings in Talbot that are scheduled for completion. Of these, one is located within the Talbot Structure Plan study area (Paull Street). The other two sites are located in the immediate hinterlands of the township.

5. Commercial/ retail uses

This section explores the extent of the existing commercial market in Talbot based on an audit of commercial/retail spaces in the Township Zone.

5.1 Active commercial space

Talbot’s town centre is zoned as Township Zone (TZ). Within this TZ, there is approximately 3,430sqm of estimated active commercial space (albeit often with ‘part time’ opening hours), according to building footprint data. This is shown spatially in Figure 13 and further broken down in Table 12.

FIGURE 13: TALBOT TOWNSHIP ZONE, ACTIVE COMMERCIAL BUILDINGS



Source: SGS Economics and Planning, 2022

Active commercial sites are scattered across sites in central Talbot, generally concentrated around Camp Street, Ohara Street, and Prince Alfred Street. They are single-storey, historical buildings. There are also a number of these buildings that are not currently in use and have been converted to dwellings or remain vacant.

Summarised in the table, Hotels comprise the largest share of active commercial floorspace in Talbot across 3 sites, indicating a strong presence of short-term accommodation in the township. In addition

to these, there are two Talbot homes listed on accommodation websites, for a total of six short-term accommodation sites in the area.

Retail shops typically have limited operating hours, as do the cafés, opening as little as 1-2 days per week. Talbot Town Hall offers a mix of uses on different days, including a hairdresser. Similarly, Market Square Building has multiple functions, serving as a general practice clinic, a bookshop (Talbot Old & Rare Books) and other retail spaces. The post office doubles as a general store, functioning as the only servicer of day-to-day needs in the township. Two local markets also run in central Talbot once per month.

Supermarket shopping would therefore be conducted primarily in Maryborough, which is approximately a 10-minute drive from Talbot.

TABLE 12: ACTIVE COMMERCIAL SPACE, BUILDING FOOTPRINTS (SQM), TALBOT TOWNSHIP ZONE

	Building use	Type	Total building footprint (sqm)
1	Court House hotel	Accommodation & dining	830
2	Post office & shop	Retail shop	357
3	Big Fig Café	Dining	189
4	Bookshop	Retail shop	151
5	London House Café	Dining	277
6	Janusz Kuzbicki & Associates design studio	Retail shop	143
7	C&As Cottage hotel	Accommodation	211
8	Shop 'Playing in the Attic'	Retail shop	227
9	Talbot town hall (mixed use)	Retail shop	259
10	Chesterfield House hotel & pub	Accommodation & dining	366
11	Old Bank Building Hotel	Accommodation	136
12	Market Square Building including Talbot Old & Rare Books (mixed use)	Retail shop	285
Total			3,430sqm

Source: SGS Economics and Planning, 2022.

Note: figures provided are an estimate, in cases where buildings are mixed use (such as the town hall and Market Square Building which includes retail space), the figure does not represent exact sqm of commercial space.

6. Housing demand scenarios

This section details four potential growth scenarios for Central Goldfields Shire. The anticipated scale and share of growth identified here for Talbot will determine the quantity of residential land needed to be unlocked through the Talbot Structure Plan and Central Goldfields Land Use Framework Plan project.

6.1 Scenario assumptions

Four housing scenarios are set out for Central Goldfields Shire townships and the non-township areas, to ensure that Talbot's future is considered in its appropriate context. Three of these are adapted from local and state government sources, including the 2020 Population, Housing & Residential Strategy for Central Goldfields prepared by Spatial Economics, based on their 2019 Residential Land Supply and Demand Assessment. The fourth is a new scenario based on updated assumptions around population growth and change that envision a higher rate of growth in the Shire.

Two pathways for the share of change across Central Goldfields townships are also investigated, where Base Case represents a spatial distribution in line with historical trends, applied to the two base case scenarios of 'VIF19' and 'recent growth'. For the so-called 'Big Melbourne' scenario and new 'Post-COVID' scenario, the share of change assumes that Carisbrook and Talbot receive greater shares of new development, enabling and unlocking higher rates of population growth across the Shire.

Each scenario is summarised in greater detail in Table 13 below.

TABLE 13: POPULATION GROWTH SCENARIO SUMMARIES

No.	Scenario Name	Growth Assumptions	Share of Change Assumptions
1	VIF19	<p>Victoria In Futures 2019 (VIF19) is the official state government projection of population and households. Projections are based on trends and assumptions for births, life expectancy, migration, and living arrangements across all of Victoria.</p> <p>While Council is required to have regard for the adopted State Government population forecasts, they represent a likely underestimate of likely population growth, lower even than the average levels seen in recent years.</p>	Base reference – growth occurs in line with historical trends, concentrated primarily in Maryborough and non-township areas
2	Recent growth	Assumes a continuation of recent development trends in Central Goldfields Shire, at a rate somewhat higher than that anticipated under the VIF19 scenario.	

3	Big Melbourne	Assumes that Central Goldfields would see some further upturn in growth as a result of continued strong population growth in Melbourne, Ballarat and Bendigo (i.e., an extension to Central Goldfields of the ‘spill-over’ effect of metropolitan growth that is already apparent in adjacent areas such as Mount Alexander and Hepburn Shires).	Carisbrook/Talbot focus – growth is directed to and unlocked in the Carisbrook and Talbot areas by the Talbot Structure Plan and Central Goldfields Land Use Framework Plan projects.
4	Post-COVID	This new scenario assumes a higher rate of growth for the Shire following the COVID-19 pandemic driven by a sustained trend of movement to regional areas, strengthening local labour markets and strategic local investment.	

Limitations

The growth scenarios detailed in this chapter are subject to the following limitations:

- Shifting statistical area boundaries distorting historical growth 2011-2016, though good alignment between 2016 and 2021 for areas/towns of interest
- Statistically-defined township boundaries differ to functional township boundaries - but 'close enough' as a proxy and for long range demand scenario development purposes
- Private dwellings only – excludes nursing homes, etc. This will have a minor distorting role, but is not material for scenario purposes (detailed further below)

ABS dwelling counts

An ‘occupied private dwelling’ is defined for Census purposes as the premises occupied by a household on Census night. This definition means that the number of occupied private dwellings is equal to the number of households. It is possible for more than one household to live in one house, which means that the number of occupied dwellings and the number of households enumerated in the Census may be slightly greater than the number of occupied dwelling structures.

An unoccupied private dwelling falls into one of two categories: holiday/second homes; and buffer stock (a natural stock of unoccupied dwellings associated with dwellings for sale, awaiting occupancy or demolition etc.). The rate of vacancy of both buffer stock and holiday homes varies with the state of excess supply and demand in sales and rental markets. In the long term, however, this rate is less likely to fluctuate.

Census data for dwellings utilised as a baseline for the demand scenarios does not include a count of non-private dwellings (such as nursing homes), only private dwellings (both occupied and unoccupied). Thus, there is a section of the population (between 4% and 13%) not represented in dwellings data.

6.2 Historical growth

Measuring recent growth trends provides a baseline from which to forecast future growth. There are two key components to measuring growth:

1. Growth rate (how quickly the population has increased over a given period)
2. Share of growth (how that growth is distributed across the Shire over that same period)

Case studies are also provided to benchmark/contextualise Central Goldfields Shire growth trends.

Growth rate

Growth across Central Goldfields Shire in the last 5 years has been concentrated in Maryborough and in non-township areas (Table 14: Historical growth in dwellings by township, 2011-2021). The average annual growth rate (AAGR) for the Shire for this period is **1.1%**.

Historical growth from 2011 is shown here for contextual purposes, however it is omitted in subsequent sections, as the boundary shift from 2016 skews the analysis for the 2011-2016 period.

TABLE 14: HISTORICAL GROWTH IN DWELLINGS BY TOWNSHIP, 2011-2021

Area	Census 2011	Census 2016	Census 2021	Change 11-16*	Change 16-21	Change 11-21*
Maryborough	3606	3978	4196	372	218	590
Carisbrook	498	500	510	2	10	12
Dunolly	595	556	545	-39	-11	-50
Talbot	371	272	288	-99	16	-83
Non-townships	1242	1333	1465	91	132	223
Central Goldfields	6312	6639	7004	327	365	692
AAGR				1.0%	1.1%	1.0%

Source: ABS Census

* statistical area boundary differs between 2011 and 2016/21i

Share of growth

The share of growth breakdown for the Shire reinforces the tendency for additional dwellings to locate in Maryborough and non-township areas. Carisbrook, Dunolly, and Talbot have historically (2016-2021) received a negligible share of growth in the context of the Shire (Table 15).

TABLE 15: SHARE OF DWELLING GROWTH BY TOWNSHIP, CENTRAL GOLDFIELDS SHIRE, 2016-2021

Area	Share of growth 16-21	Share of total at 2021
Maryborough	60%	60%
Carisbrook	3%	7%
Dunolly	-3%	8%
Talbot	4%	4%
Non-townships	36%	21%
Central Goldfields	100%	100%

Source: ABS Census

* statistical area boundary differs between 2011 and 2016/21

Growth in Talbot

The AAGR for dwellings Talbot is in line with that of the Shire for the 5-year period 2016-2021 (**1.1%**). For Talbot, this is equivalent to an increase of 3 dwellings per year.

TABLE 16: TALBOT DWELLING CHANGE AND AAGR 2016-2021

Year	Total private dwellings	Total change in dwellings	Change in dwellings per year	AAGR
2016	272	--	--	--
2021	288	16	3	1.1%

Source: ABS Census

6.3 Case studies

Four case studies are provided below to illustrate growth rates for nearby townships and a regional LGA with parallels to Talbot/Central Goldfields (Table 17).

Creswick and Clunes are both small regional towns (albeit larger than Talbot), located on the Ballarat to Maryborough train line in the Shire of Hepburn. They enjoy relative proximity to Ballarat as well as more local services (e.g. a supermarket) in comparison with Talbot. Harcourt is much smaller, though currently larger than Talbot, and is less than 10 minute drive to the larger regional town of Castlemaine, at the intersection of two key highways. It is close to Bendigo and much closer to metropolitan Melbourne (just over an hours drive) than Talbot or Maryborough. A re-opened railway station is proposed for the town, on the Melbourne to Bendigo line with multiple commuter and other services per day. It is identified by the Loddon Mallee South Regional Growth Plan and the Mount Alexander Planning Scheme as a key area for supporting population growth and change. Each of these towns has experienced higher rates of growth than Talbot/Central Goldfields.

Mount Alexander LGA has experienced a higher recent AAGR than that of Central Goldfields, at 1.7%. This rate of growth represents a benchmark for considering what Central Goldfields LGA might achieve in the long run given the amenity and merits of the area and through strategic intervention to support higher levels of development.

TABLE 17: AAGR CASE STUDIES

		Clunes	Harcourt	Creswick	Mount Alexander Shire
2021	Total dwellings	1,025	468	1,373	10,124
2016-2021	Additional dwellings	122	74	102	833
	Additional dwellings per year	24	15	20	167
	AAGR	2.6%	3.5%	1.6%	1.7%

6.4 Growth scenarios

As with historical growth, the two key metrics for understanding forecast growth are the growth rate and share of growth. The following tables break down the four different growth scenarios for Central Goldfields by township, detailing the total dwellings anticipated at 2051, additional dwellings required (total dwellings less the existing dwellings) and the dwellings per year 2021-2051.

Summary of growth

A summary of the four growth scenarios is depicted in Table 18. The first three assume the growth rates identified in the 2020 Population, Housing & Residential Strategy. VIF19 and Recent growth scenarios are based on historical trends and state government forecasts and anticipate relatively modest growth for the Shire in future.

The higher growth rate assumed in the Big Melbourne scenario is also drawn from the 2020 Population, Housing & Residential Strategy. It envisions somewhat greater growth for the Shire due to the ‘spillover’ effect from growth in larger nearby centres. The fourth (Post-COVID) scenario builds on these assumptions and factors in additional growth due to entrenched post Covid pull factors and strategic interventions that unlock additional land for development, ultimately resulting in a growth rate less than but more closely resembling that seen in the nearby Mount Alexander LGA.

TABLE 18: SUMMARY OF GROWTH BY SCENARIO FOR CENTRAL GOLDFIELDS

Scenario	Average annual growth rate (dwellings)	Additional dwellings required 2020-2051	Total dwellings 2051	Additional dwellings per year 2021-2051
1 VF19	0.6%	1,377	8,381	46
2 Recent growth	0.9%	2,160	9,164	72
3 Big Melbourne	1.1%	2,721	9,725	91
4 Post-COVID	1.5%	3,944	10,948	131

Share of growth

The share of growth is closely related to the overall growth rates. That is, the high rates of growth – in particular the rate in the Post-COVID scenario—is made possible by a larger share of development occurring in Carisbrook and Talbot, departing from historical trends. Table 19 contains the two differing assumptions around the possible share of growth across the Shire in future. The first two scenarios assume a spread of development broadly reflecting the recent historical trend, while the two scenarios with higher growth assume higher shares of Shire wide development in Talbot and Carisbrook. The non-township areas receive approximately one-third of new dwellings across all scenarios.

The 2020 Population, Housing & Residential Strategy and supporting 2019 Land Assessment from Spatial Economics was referenced to 'bookend' anticipated growth for Maryborough. That is, it anticipated that, based on demand trends, Maryborough had an estimated land supply of approximately 13 years, which equated to delivery of 40 new dwellings per year.

Under the Big Melbourne and new Post-COVID scenario, although the rates of growth for each are higher than historical trends, more of this growth is directed outside of Maryborough. This results in forecast growth for Maryborough that does not exceed the capacity for new dwelling supply suggested by the previous assessment (approximately 40 dwellings per year).

TABLE 19: SHARE OF GROWTH ASSUMPTIONS FOR SCENARIOS BY TOWNSHIP, 2021-2051

	VIF 19 & Trend (Base)	Big Melbourne & Post-COVID (Carisbrook / Talbot focus)
Maryborough	58%	31%
Carisbrook	3%	20%
Dunolly	3%	3%
Talbot	4%	16%
Non-townships	32%	30%
Central Goldfields	100%	100%

Total dwellings

A breakdown of total dwellings required in 2051 for each township (and non-township areas) is provided in Table 20. According to the Post-COVID scenario, Central Goldfields will require nearly 11,000 new dwellings by 2051. Under this same scenario, Talbot would have **919** total dwellings in 2051 (with a population of approximately 1,700 people based on the current average household size of 1.9).

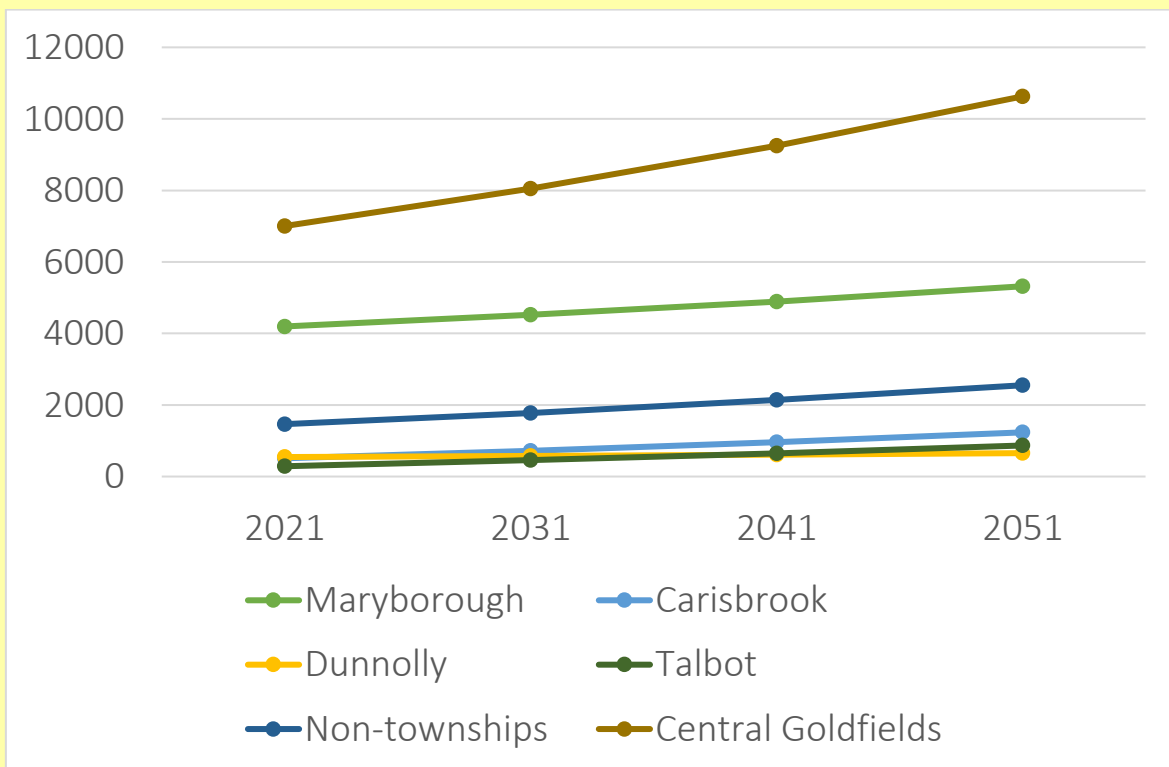
The change in total dwellings for the Post-COVID scenario is also depicted in Figure 14.

TABLE 20: TOTAL DWELLINGS BY TOWNSHIP, 2051

Scenario	VIF19	Trend	Big Melbourne	Post-COVID
Share of Growth Assumption	Base		Carisbrook / Talbot focus	

Maryborough	4995	5449	5039	5419
Carisbrook	551	575	1054	1299
Dunolly	586	610	627	663
Talbot	343	374	723	919
Non-townships	1906	2156	2281	2648
Central Goldfields	8381	9164	9725	10948

FIGURE 14: POST-COVID SCENARIO 4 (CARISBROOK/TALBOT FOCUS) – DWELLINGS



Additional Dwellings

In order to reach the forecast total dwellings for Central Goldfields and Talbot, an additional 3,944 dwellings and **631** dwellings are required, respectively (Table 21).

TABLE 21: ADDITIONAL DWELLINGS BY TOWNSHIP, 2021-2051

Scenario	VIF19	Trend	Big Melbourne	Post-COVID
Distribution Assumption	Base		Carisbrook / Talbot focus	
Maryborough	799	1253	843	1223
Carisbrook	41	65	544	789
Dunolly	41	65	82	118
Talbot	55	86	435	631
Non-townships	441	691	816	1183
Central Goldfields	1377	2160	2721	3944

Dwellings per year

Over the 30-year period of 2021-2051, dwelling growth would average **21** dwellings per year for Talbot and a total of 131 dwellings for the Shire under the Post-COVID scenario (Table 22). **A range of 15-21 dwellings per year is suggested by the two upside scenarios.**

TABLE 22: ADDITIONAL DWELLINGS PER YEAR BY TOWNSHIP, 2021-2051

Scenario	VIF19	Trend	Big Melbourne	Post-COVID
Distribution Assumption	Base		Carisbrook / Talbot focus	
Maryborough	27	42	28	41
Carisbrook	1	2	18	26
Dunolly	1	2	3	4
Talbot	2	3	15	21

Non-townships	15	23	27	39
Central Goldfields	46	72	91	131

7. Commercial/ retail demand

This section details four potential growth scenarios for Central Goldfields Shire. The anticipated scale and share of growth identified here for Talbot will determine the quantity of residential land needed to be unlocked through the broader project.

7.1 Benchmarking demand

Broadly, retailing potential and likely floorspace in a small town in a regional area is affected by:

- size of the population in a reasonable catchment and therefore depth of retail expenditure able to support local shops;
- proximity of competitive offerings – supermarkets and ancillary shopping in larger nearby towns which provide a bigger range in a reasonable travel distance; and
- depth of ‘weekend’ or pass-through trade (though this is a minor factor).

Some comparisons with small towns nearby as shown in Table 23 are instructive.

TABLE 23: RETAIL FLOORSPACE BENCHMARKING

	Talbot	Harcourt	Newstead
2021 population	452	1,000	820
2021 dwellings	288	468	436
Groceries floorspace	Post office (part of 357sqm)	Service station, general store (~650sqm)	IGA (~500sqm)
Travel time by car to ‘full line’ supermarket	10-11 mins (Maryborough)	8-9 mins (Castlemaine)	16-17 mins (Castlemaine)

7.2 Future retail needs

Currently, Talbot is serviced by very basic retailing in a small shop combined with a post office function. Its small population and relative proximity to the retailing available in Maryborough mean it is not able to sustain a small supermarket like that seen in Newstead. Harcourt, though larger than Newstead in terms of population, is closer to Castlemaine and currently does not have a small supermarket. Its grocery offer is spread across 2-3 shops. Residents in Harcourt would travel to Castlemaine for their weekly grocery needs. While the same is true for many residents of Newstead, this small town is far

enough from Castlemaine and large enough to sustain a small IGA supermarket with a reasonable line of groceries, meat and fruit and vegetables, and that appears to trade relatively strongly.

Taking Newstead then as a broad guide for Talbot, but also considering the latter's closer proximity to a full line supermarket (in Maryborough) it could be suggested that a further 250-300 dwellings (i.e. 350-500 people) in Talbot (to reach approximately say 600 dwellings and 800 people) may be able to support a small supermarket as seen in Newstead.

Significant additional or ancillary shops would not be expected, though Newstead sustains a butcher and a take-away food / milk bar (in addition to the pub, café and post office). More likely is greater activation and extended opening hours for the existing retail premises in Talbot.

A more detailed analysis of potential retail expenditure for a future population, and how this might be distributed and sustain retail floorspace in Talbot, could be undertaken. For the purposes of this study however it is sufficient to suggest that **a site or location for a small supermarket of 500-600sqm, potentially supported by 2-3 smaller shops (approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years' time (assuming approximately 15-20 dwellings per year).**

8. Conclusion

This section outlines the relevant directions and next steps for the Talbot Futures project based on the analysis of previous chapters.

8.1 Directions for Talbot Structure Plan

The existing constraints to development in Talbot are widely recognised in policy and by stakeholders. Historically, negligible growth has occurred in the township, and negligible growth has then been forecast on that basis. The town is currently seeing little residential building activity, and reflects a trend of ageing that surpasses that of Central Goldfields. There is very little in the way of access to local goods and services. The few retail shops have limited operating hours, and most residents would need to travel to Maryborough to fulfil their day-to-day needs.

With the proposed introduction of a sewerage system to Talbot (the details of which are currently being explored), the potential for more significant growth and development is unlocked. This assessment puts forward a new growth scenario ('Post-COVID') for Talbot, in addition to the three that were envisioned in the 2020 Population, Housing & Residential Strategy. Under this new scenario, a more ambitious AAGR of 1.5% is assumed for the Shire, and a larger share of new development is directed to Talbot and Carisbrook under the assumption that many of the existing constraints to development in these areas will be removed. The implications of this scenario for Talbot 2021-2051 are:

- Talbot receives approximately 16% of the Shire's total dwelling growth
- A total dwelling count in 2051 of 919 - equating to 631 additional dwellings
- An average of 21 dwellings provided per year

A range of 15-21 dwellings per year is suggested by this and the other 'upside' scenario as outlined earlier.

This growth should be supported by additional retail floorspace in the town, allowing residents to meet more needs locally. **A small supermarket of 500-600sqm, potentially supported by 2-3 smaller shops (approximately 100-300sqm total), could be anticipated once the town has accommodated a further 250-300 dwellings in approximately 15-20 years' time.**

It is important to note that optimistic growth rates, such as that suggested by the 'Post-Covid' scenario are unlikely to be achieved given existing lot and ownership fragmentation in the township, without orderly infill development and potentially, the addition of modest, adjacent town extensions in conventional or low-density residential precincts. This is also likely to underpin a more certain development trajectory to support a sewerage extension business case. These prospects and issues will be explored in future phases of the study.

8.2 Next steps

There will likely be further refinements to the growth scenarios as the Talbot Futures project progresses. The next steps to arise from this technical assessment are:

- Consultation with the community and stakeholders to confirm the feasibility of the scenarios with respect to sewerage and other constraints
- More detailed assessment of capacity for growth in Talbot to ensure the rate and share of growth can reasonably be accommodated. This will include:
 - Identification of areas for development (infill and broadhectare) and an estimate of potential yields based on average lot sizes
 - Identification of opportunities for additional retail floorspace
 - More detailed sewerage feasibility assessments and planning to ensure the identified areas can be serviced
 - Further investigation of ways to overcome existing barriers to development (e.g. zoning and overlays)
- Potential refinements to the scenarios to finalise demand forecasts for Central Goldfields Shire, following the exploration of land capability and capacity assessments.

**CANBERRA / NGAMBRI /
NGUNNAWAL**

Level 2, 28-36 Ainslie Avenue
Canberra ACT 2601
+61 2 6257 4525
sgsact@sgsep.com.au

HOBART/ NIPALUNA

PO Box 123
Franklin TAS 7113
+61 421 372 940
sgstas@sgsep.com.au

MELBOURNE / NAARM

Level 14, 222 Exhibition Street
Melbourne VIC 3000
+61 3 8616 0331
sgsvic@sgsep.com.au

SYDNEY / WARRANG

Suite 2.01/50 Holt Street
Surry Hills NSW 2010
+61 2 8307 0121
sgsnsw@sgsep.com.au



8.9 EXTENSION TO WASTE SERVICE - WASTE COLLECTION CONTRACT G1019-15

Author: **Manager of Infrastructure**

Responsible Officer: **General Manager Infrastructure Assets and Planning**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to consider an extension of the Contract G1019-15 Waste Service (Waste Collection Component) from the current expiry date of 4 October 2023 to 4 February 2024.

RECOMMENDATION

That Council:

1. Extend Contract G1019-15 Waste Service (Waste Collection Component) from current expiry date of 4 October 2023 to 4 February 2024 and authorise the CEO to execute this extension under delegation.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and Places

The Community's vision 3. A commitment to climate action and less waste

Central Goldfields Shire council Procurement Policy 2021

S7 Instrument of Delegation - Financial Delegations

BACKGROUND INFORMATION

The Waste Collection Service Contract is Council's most significant service contract. The funding of this service is delivered utilising recurrent operational budget.

Waste Recyclers of Victoria Pty Ltd were awarded the Contract in 2015 and all contract extension options have been exercised and is set to end on 4 October 2023.

The annual value of the Contract is approximately \$1,730,000.00.

The waste collection tender is currently being advertised and will close on 26 June 2023.

REPORT

Waste collection services are an essential service provided by Council to the community.

The waste industry has undergone and will continue to undergo a significant number of changes since the awarding of the previous tender.

This includes changes to compliance, service requirements and market fluctuations all of which have impacted service delivery.

A tender is currently being advertised for Waste Collection Services to accommodate these changes and inform future decisions relating to the kerbside reform (four waste stream service).

The level of preparation required to take into consideration the volatile nature of this industry has impacted the timing of the tendering process which has reduced the ideal time between awarding and commencement of the contract.

Providing adequate preparation and transition process between the two contracts an extension of the current Waste Collection Contract G1019-2015 (4 Months, from October 2023 to February 2024) is being sought.

The value of the variation is within the allocated budget of this service, at an estimated cost of \$640,000.00.

This amount includes collection services, landfill disposal and processing of recycling materials. Monthly amounts vary due to actual service numbers and tonnages.

This extension can be accommodated through Council's Procurement Policy using exemption reason number three - extension of contracts while Council is at market to replace that contract.

The proposed variation exceeds the total value of goods and services the Chief Executive Officer is authorised to approve payment of under S11 Instrument of Delegation - Financial Delegations (\$500,000 including GST) and therefore requires Council approval.

CONSULTATION/COMMUNICATION

Community consultation on the future provision of waste services will be considering the state driven kerbside reform program (four waste streams) over the next 12 months.

FINANCIAL & RESOURCE IMPLICATIONS

The value of the variation is allowed within the recurrent operational budget, and an allowance has been made considering the impact of the CPI increases (2023/2024 year).

This extension will bear no additional costs to Council and provides continuity of services during the transition processes to the new contract.

RISK MANAGEMENT

This report addresses Council's strategic risk *Business Continuity - Failure to plan adequately for the impacts of a disruption to Council's normal operating environment*

The extension of the current Waste Collection Contract will provide an efficient transition to the new waste collection contract and reduce the risk of service failure whilst the transition is in place.

The extension of the Contract G1019-15 is being sought through the exemption process within the Procurement Policy as Council is in the process of seeking tender submissions for the new Contract G1775-2023.

CONCLUSION

The Contract extension of G1019-15 is permitted utilising the exemption provisions of Council's Procurement Policy.

A tender has been advertised to renew the contract and it is anticipated that it will be awarded by September 2023.

This extension will allow an efficient transition to the new waste collection contract and reduce the risk of service failure whilst the transition is in place.

It is recommended that an extension of the Contract G1019-15 until 4 February 2024 to the value of \$640,000.00 occurs to ensure continuity of waste collection service to the community of Central Goldfields.

8.10 COMMUNITY PLANNING REVIEW PROJECT

Author: Manager Community Engagement

Responsible Officer: Chief Executive Officer

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide recommendations for next steps for the Community Planning Review Project and to provide an update on the outcomes of the recent Community Plan Workshop at Maryborough Golf Club.

RECOMMENDATION

That Council:

- 1. Note the key findings from the Community Planning Review Project;*
- 2. Endorse the small wins outlined in this report for implementation; and*
- 3. Endorse the development of a partnership model to progress community planning.*

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Activated, engaged, and informed citizens who have a say, volunteer, get involved in community matters

BACKGROUND INFORMATION

In 2019, 1035 residents across eight districts - Bealiba, Bet Bet, Carisbrook, Dunolly, Majorca, Maryborough, Talbot and Timor - came together to outline a ten-year plan for each of their communities.

Community were engaged through:

- Community listening posts
- Drop-in sessions
- An online survey

- Postcards
- Focus groups
- Children's drawing activities; and
- Community workshops

Daisy Hill & district was not included in the 2019 work and a separate piece of work is currently being progressed to develop their community plan.

Early in 2023, Council decided to learn more about and reflect on the achievements, challenges and needs of our place-based community plans, particularly as they are now almost halfway through their ten-year life.

The Community Planning Review project has focused on:

- Progress of activities (what has been fully delivered, partially delivered and what hasn't been delivered and why)
- Level of community involvement/engagement in activities
- The role of partnerships and key stakeholders
- Enablers, constraints and barriers for community led implementation of activities
- Common areas of need across townships and communities; and
- The role of Councillors

REPORT

Why are community plans important?

There are many benefits for both Council and community to get better at community planning:

- Develops a shared vision for townships
- Identifies and prioritises community assets
- Increases community skills and knowledge
- Builds community spirit, connections and pride
- Builds civic and community involvement
- Guides local, state and federal decision making
- Strengthens the reputation of local government

What have we learnt about community planning?

Through the Community Planning Review Project we learnt that, while there is no one way to do community planning, there are a range of community development principles which underpin successful community planning projects:

- Empowerment
- Human rights and inclusion
- Social justice and self determination
- Collective action

We also learnt that, while the principles of community planning are based on the understanding that local people are invariably the best source of knowledge and wisdom about their needs, aspirations, and place; community planning does depend on genuine partnership with local government and will involve the following success factors:

- A structured program/framework for community planning and implementation (partnership model)
- A key contact point for community planning, such as a Community Development Officer
- A commitment to community planning through allocated resources and funding
- Community stewardship of community plans (through individual group leadership)
- Clear roles and responsibilities for community and Council
- Provision of mentoring, community capacity building and training
- Seed funding to kick start community initiatives
- Tool and templates to empower communities
- Flexibility in how people can be involved (ie: to lead the plan implementation overall or to get involved on a project by project basis)

For further information on this last point, see page 6 and 7 of the Community Planning Review: Phase 1 Summary Report.

What have we learnt about community planning in Central Goldfields Shire?

The Community Planning Review Project nominated the following key findings which were further explored and validated through the let's get better at community planning workshop.

Community awareness of community plans is low -

- Mostly due to Covid
- Community members assuming Council would lead Community Plan implementation
- Community Plans not sitting alongside any community group or structure
- No 'action or implementation' mechanism to activate Community Plans
- Community Plans were not broadly promoted

Several community plan priorities have been achieved over the past three years -

- Despite low awareness of community plans
- Several achievements have been linked to community plan priorities (see attachments)

There aren't any nominated groups responsible for leading the implementation of community plans in any community -

- A number of community leaders assumed that it was Council's responsibility to lead the implementation of community plans
- This highlights a lack of community ownership of the plans and understanding of the concept of community planning

The current capacity of Central Goldfields communities to lead the implementation of community plans is low -

- Lack of volunteers and ageing volunteers
- Knowledge gaps about community development and how to do community planning
- Knowledge gaps about Council and for sourcing and writing grants
- Low numbers of 'activated community leaders'; and
- Low awareness of community planning and community development approaches

Improved partnerships, systems and alignment with community and Council are needed -

- Stronger partnerships and support from other communities, key partners and Council
- Community volunteering, leadership and simpler Council systems to support implementation
- Alignment of community planning priorities with the Community Vision, Council Plan and key Council strategies and plans

How might we get better at community planning?

The Community Planning Review Project outlined five recommendations for change and improvement which were further explored and validated through the let's get better at community planning workshop:

- Build awareness of community planning and its benefits and achievements across community and Council
- Apply a flexible approach to community planning that is place based, recognises the uniqueness of each community and builds on success factors
- Build on existing community assets to strengthen the community's capacity and empower them to effectively lead and implement community planning
- Facilitate partnerships, systems and approaches that support the achievement of community plan priorities and strengthen alignment across all planning activities
- Demonstrate commitment to community planning by providing the resourcing, support and tools that are needed including a Community Development Officer role

What does this mean practically in terms of next steps?

Both Council and community have a role and responsibilities to help us get better at community planning. For Council, our practical next steps fall into three key areas including small wins, a partnership model and funding a Community Development Officer role to support community planning.

Small wins

The Community Planning Review Project and the let's get better at community planning workshop highlighted a range of areas for 'small wins'. These are projects that don't require funding and might be implemented by the end of 2023:

Small win	How	Who
Deliver a communications campaign about the great projects already achieved and the benefits of community planning	-Through Councillors -Existing community groups -Social media -Mailbox drops -Word of mouth -Notice boards -Windows of local buildings -Council's newsletter -Local newspapers -Email bulletins to ratepayers -Sharing project achievement stories	Lead Community Engagement Team Support Council officers (working in townships on key projects) Councillors

	<ul style="list-style-type: none"> -Community conversations -Tap people on the shoulder -Promote where community gather 	
Create a one page information sheet about community plans	-Informed by this review project	Lead Co-ordinator Strategic Communications
Deliver training in community development principles and practice with community and link community development principles to staff work	-TBD	Lead Manager Community Engagement Support Leadership Team Councillors
Deliver training in collaborative practice, reflective learning and conflict resolution	-TBD	Lead Manager Community Engagement Support Flood Recovery Officer Councillors
A key contact point in Council for community plans, and better promotion of 'who is who in the zoo'	<ul style="list-style-type: none"> -Manager Community Engagement is key contact point in the interim -Through the website content strategy project and website refresh -Invite various officers along to in person events to build profile and awareness 	Lead Community Engagement Team Support Leadership team Councillors
Explore the relationship between community plan implementation and the work of the Maryborough Volunteer Resource Centre (MVRC) including changing trends in volunteering towards project-based models	-Through the partnership work currently being undertaken with MVRC (How might we better work together towards sustainable volunteerism in Central Goldfields)	Lead Manager Community Engagement MVRC
Review the community grants program to better align with community plan implementation	-The community grants program is reviewed and updated annually. This action will be undertaken	Lead Community Partnerships Team

	as part of the next annual review.	
Simplify event planning for community groups	-Event processes are currently being reviewed.	Lead Community partnerships team
Continue the Grants Writing workshop	Ongoing	Lead Cr Anna De Villiers
Develop and circulate a regular grants bulletin for communities	-TBD	Lead Community Partnerships Team
Prototype a community group 'networking event' with the purpose of building relationships and community spirit and sharing information	-TBD	Lead Manager Community Engagement Support Councillors
Develop an implementation plan for longer term change and improvements	-Have the plan ready for the 2025 FY budget process	Lead Manager Community Engagement

Partnership model

The partnership model needs to be codesigned with key Council staff, Councillors and community leaders (who might nominate to be involved).

The model would seek to facilitate the 5 C's for our communities and townships:

1. Confidence - to take more on and potentially bigger projects
2. Commitment - satisfaction of success inspires the desire to continue and others to engage
3. Capability - through action learning new skills are developed
4. Communication - success is communicated and others get enthused and engaged
5. Championing - community leaders emerge

It is likely that a range of discussions, over a three-month period will be needed to finalise a partnership model that is place based, process oriented (ie. towards culture change outcomes overtime), and reflects a constrained fiscal environment as well as limited volunteer resources (ie. a minimum number of community-based projects).

The Community Planning Review Project and the let's get better at community planning workshop provide clear guidance on matters to be considered as part of the co-design process for the partnership model including but not limited to:

- Where needed, review and refine community committee structures and relationships to strengthen collaboration and participation
- Identify place-based (township) structures - new or existing - to actively lead community planning
- Identify strategies, such as action-based learning, for expanding community leadership through mentoring, shadowing and reflective practice
- Identify opportunities to adopt contemporary and flexible volunteering approaches including project-based approaches and with a view to better engaging young people
- Better align community plan priorities with Council's existing strategic planning framework and capital works program
- Explore and develop partnerships to support community plan implementation (see attached documents for identified groups)
- Develop an accountability mechanism such as a yearly action plan or other approach
- Being realistic and understanding Council and community limitations and capacity while also thinking bold and big and building on passion
- Build an engagement plan for involving the broader community and townships

The co-design process would be led by the Manager Community Engagement, to complement existing work with the MVRC, and would be supported with Councillors and the newly appointed Community Development Officer.

The Community Development Officer would have ongoing responsibility for working with community leaders (the partnership) with the support and oversight of the Manager Community Engagement.

CONSULTATION/COMMUNICATION

Community engagement activities involved:

- Talking with key community leaders, groups, and partners in the eight townships who have been involved in implementing community plan activities so we can understand progress, achievements, challenges and ideas for improvements (35 people as recommended by Councillors)
- Talking with Councillors and key Council staff; and
- Working together with key community groups and leaders to design a local process for implementing community plans (Workshop with 31 attendees including those interviewed and other interested residents)

FINANCIAL & RESOURCE IMPLICATIONS

Resourcing, support, and tools are needed to ensure the success of community planning in Central Goldfields -

- The current capacity and structures within communities cannot support successful community planning
- Communities lack structures and tools to support implementation, have low leadership and volunteer capacity
- Communities lack resources to achieve small 'quick wins' and lack of overall knowledge, skills and experience in community planning and development principles
- Staff across Council could be better supported to understand and apply community development principles in their work with communities

The 2023/24 Budget has been updated to include an allocation for a Community Development Officer. There is a strong appetite for setting priorities and identifying projects, this can only be progressed once a Community Development Officer has been appointed and a partnership model is in place (second quarter of 2023/24 financial year).

The Community Development Officer role will support community planning by:

- a. Supporting the creation and delivery of a partnership model
- b. Facilitating networking, mentoring and information sharing between townships
- c. Building capacity within townships through discrete action learning projects
- d. Leading process improvements within Council to reduce the burden of 'red tape'
- e. Sourcing and develop a range of resources and tools for community planning

RISK MANAGEMENT

This report addresses Council's strategic risk Community engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making by empowering communities to take a lead in community planning.

CONCLUSION

Through the Community Planning Review Project we have learnt about the benefits of community plans and the necessary factors for successful implementation including a meaningful partnership with Council and a commitment to genuine and ongoing funding.

Further, while a range of small wins might be facilitated within the existing budget (through changes in behaviour and process), it's clear that any real traction and change depends on the appointment of a Community Development Officer.

ATTACHMENTS

- 8.10.1** Community Planning Review: Phase 1 Summary Report
- 8.10.2** Let's Get Better at Community Planning Workshop Notes
- 8.10.3** Township upgrades through the Federal Government's Local Roads and Community Infrastructure Program (Rounds one and two)

8.10.1

Community Planning Review: Phase 1 Summary Report

Executive Summary

The Community Planning Review Project has reviewed the eight community plans developed in 2019 for the communities of: Bealiba, Bet Bet, Carisbrook, Dunolly, Majorca, Maryborough, Talbot and Timor.

The review has been undertaken to help both Central Goldfields Shire Council and communities to learn about and reflect on the achievements, challenges and implementation needs of our place-based community plans since they are now almost halfway through their ten-year life.

Consultation focussed around eight communities where community plans are already in place:

- Bealiba & district
- Bet Bet & district
- Carisbrook & district
- Dunolly & district
- Majorca & district
- Maryborough & district
- Talbot & district
- Timor & district

Additionally, three Councils were researched to better understand their model/approaches for supporting communities to implement their community plans.

Councillors nominated community leaders to interview who were actively volunteering in their community, through key community groups. During the review phase we heard from:

- 30 key community leaders, groups and partners who have been involved in implementing community plan activities
- 4 Central Goldfields Shire Council staff members involved in community planning work and previous 'community champion roles'
- three other successful community plan projects were reviewed
- a workshop with combined communities in late May will further inform directions for this work and will be added to this report.

Overall, a total of 34 people shared their thoughts, experiences and ideas for improvement for community planning in Central Goldfields.

The review highlighted several KEY FINDINGS:

Community awareness of community plans was low.

This was for a range of reasons with Covid disruptions being the most common. Other contributing factors were:

- community members assuming Council would lead Community Plan implementation
- community Plans not sitting alongside any community group or structure
- no 'action or implementation' mechanism to activate Community Plans
- Community Plans were not broadly promoted

A number of community plan priorities have been achieved over the past three years.

Despite low awareness of community plans, a number of achievements were noted across townships with many of these linked to community plan priorities. The Federal Government's Local Roads and Community Infrastructure Program - rounds one and two - enabled Council to deliver a range of upgrades across townships.

There aren't any nominated groups responsible for leading the implementation of community plans in any community.

Conversations revealed that Community Plan implementation has not been the responsibility of any group. Adding to this, a number of community leaders assumed that it was Council's responsibility to lead the implementation of community plans. This highlights a lack of community ownership of the plans and understanding of the concept of community planning.

The current capacity of Central Goldfields communities to lead the implementation of community plans is low.

The capacity for communities to lead implementation of their community plans has been challenged by a number of things:

- lack of volunteers and ageing volunteers
- knowledge gaps about community development and how to do community planning
- knowledge gaps about Council and for sourcing and writing grants
- low numbers of 'activated community leaders'; and
- low awareness of community planning and community development approaches.

There are many ways to do 'community planning'.

Conversations with community leaders and the desktop review of other community planning programs has revealed that there isn't one 'right way' to do community planning. Developing flexible and sustainable place-based implementation structures was revealed as key to community led implementation and ownership.

Community development principles and approaches underpin good community planning work.

Community planning is grounded in community development principles. To do this work well community and Council would benefit from a strengthened understanding of how to embed these principles in their work together.

Improved partnerships, systems and alignment with Council's planning framework are needed.

Community leaders highlighted the need for stronger partnerships and support from other communities, key partners and most importantly from Central Goldfields Shire Council. Community volunteering, leadership and simpler Council systems to support implementation of community plans were highlighted as needs. A clear alignment of community planning priorities with the Community Vision, Council Plan and key Council Strategies and Plans was suggested.

Resourcing, support and tools are needed to ensure the success of community planning in Central Goldfields.

The current capacity and structures within Central Goldfields Communities cannot support successful community planning. Consultation revealed that communities lack structures and tools to support implementation, have low leadership and volunteer capacity, are without resources to achieve even small 'quick wins' in their plans and there is a lack of overall knowledge, skills and experience in community planning and development principles.

Adding to this, it was identified that staff across Council could be better supported to understand and apply community development principles in their work with communities.

THE REVIEW HAS CULMINATED IN FIVE OVERARCHING RECOMMENDATIONS
(Supporting actions can be found in the succeeding section of this report).

Recommendation 1: Build awareness of community planning and its benefits and achievements across Central Goldfields communities and Council departments.

Recommendation 2: Apply a flexible approach to community planning that is place based and recognises the uniqueness of each community.

Recommendation 3: Build on existing community assets to strengthen the community's capacity and empower them to effectively lead and implement community planning.

Recommendation 4: Facilitate partnerships, systems and approaches that support the achievement of community plan priorities and strengthen alignment with Council's planning framework.

Recommendation 5: Council to demonstrate commitment to community planning by providing resourcing, support and tools that are needed to ensure success.

The findings of this report will guide Council's work together with key community groups and leaders to design and support processes for improved community planning and implementation.

INTRODUCTION

In 2019, 1035 residents across eight districts - Bealiba, Bet Bet, Carisbrook, Dunolly, Majorca, Maryborough, Talbot and Timor - came together to outline a ten-year plan for each of their communities.

Community were engaged through:

- Community listening posts
- Drop-in sessions
- An online survey
- Postcards
- Focus groups
- Children's drawing activities; and
- Community workshops.

Daisy Hill & district was not included in the 2019 work and a separate piece of work is currently being progressed to develop their community plan.

It is an ideal time to learn about and reflect on the achievements, challenges and needs of our place-based community plans since they are now almost halfway through their ten year life.

The review has focused on:

- Progress of activities (what has been fully delivered, partially delivered and what hasn't been delivered and why)
- Level of community involvement/engagement in activities
- The role of partnerships and key stakeholders
- Enablers, constraints and barriers for community led implementation of activities
- Common areas of need across townships and communities; and
- The role of Councillors.

We did this by:

- talking with key community leaders, groups and partners in the eight townships who have been involved in implementing community plan activities so we can understand progress, achievements, challenges and ideas for improvements
- talking with Councillors and key Council staff; and
- working together with key community groups and leaders to design a local process for implementing community plans.

Desktop research was undertaken to learn from successful community plan implementation work at three other Councils; examining:

- Processes/model for community plan implementation
- Resourcing
- Enablers, constraints and barriers
- Key learnings

We want to learn about how we can do better, so we can get really good at community planning, and we want to empower communities to be great at it to.

WHAT IS COMMUNITY PLANNING?

The evidence on community planning is limited and the approaches are broad and can differ greatly. The desktop scan looked at how Yarra Ranges Council, Golden Plains Shire Council and Loddon Shire Council are doing community planning. The scan revealed three unique approaches to community planning implementation. This highlights that there is no 'one way' to do community planning and the importance of place-based locally informed and owned approaches.

Under the Victorian Local Government Act 2020 Council has a statutory obligation to develop a long-term Community Vision, Financial Plan and Asset Plan, and a four-year Council Plan using deliberative engagement approaches (see Appendix 2). Community planning provides a continued avenue for informing the community's long-term vision and Council Plan.

Community planning is grounded in community development principles. Community development is a holistic approach grounded in principles of empowerment, human rights, inclusion, social justice, self-determination and collective action (Kenny, 2007).

The key role of community development practitioner is to resource and empower the community (Kenny, 2007). Community Planning is based on the principle that local people are invariably the best source of knowledge and wisdom about their surroundings, and better decision making delivers results for everyone if this is harnessed.

Asset-Based Community Development (ABCD) is a version of community development that begins the development process by identifying and building on a community's "assets" rather than needs. Assets include physical spaces, skills, local knowledge, local groups and associations and networks as well as financial resources (Kretzman & McKnight, 2005).

Capacity building is an approach to development that builds independence. Capacity building increases the range of people, organisations and communities who are able to address problems, and in particular, problems that arise out of social inequity and social exclusion.

Community Planning is based on the principle that local people are invariably the best source of knowledge and wisdom about their surroundings, and better decision making delivers results for everyone if this is harnessed.

How are other Councils doing community planning?

GOLDEN PLAINS SHIRE COUNCIL

Community planning has been operating in Golden Plains Shire since 1999. Currently there are twenty-three communities in Golden Plains with active Community Plans.

What are the features of the program?

Local residents known as '**Community Coordinators**', volunteer their time to coordinate the development and implementation of their community plan with their local community.

An **independent professional facilitator** (contracted by Council) assists communities to develop and implement Community Plans. The facilitator provides the community members with advice, training, ideas and support to make it possible.

Seed funding of \$7500.00 is provided to each community to kick start the implementation of their three year community plan.

Council will partner with community on some occasions to deliver a community project. In these instances, the community and Council work together, contributing time and resources to make it happen.

YARRA RANGES COUNCIL

Yarra Ranges Council have a clearly articulated 'community-led' community planning process with five key steps: Formation, Information, Involvement, Presentation, Implementation.

What are the features of the program?

Council's Community Development Officers work together with interested community members to form a community planning group to lead community planning. Council has small grant funding to support running an information session to attract other interested community members.

The community then gather information, consult with the community, write and present the plan and then implement the community plan.

Yarra Ranges Council provide mentoring, support, advice, encouragement, information, training and seed funding along the way through community grants.

LODDON SHIRE COUNCIL

Loddon Shire Council's Community Planning Framework articulates five key steps: engagement with the community, development/renewal of community plans, Council endorsement of plans, Council assessment and assistance and implementation.

What are the features of the program?

Loddon Shire Council supports community planning through planning, delivery, funding, advocacy and community development. The Community Planning Framework provides a structure and governance guidelines for the program.

Loddon Shire Council provide \$250,000 annually in funding across its five wards. Funding is available equally to each ward. A further \$50,000 is allocated annually to the Community Plan Strategic Fund, which notionally rotates between the wards, and provides funding or seed funding for a project of significance that has been identified as a priority by the community through the community planning process.

In addition to funding, Council commits internal staffing resources to guide and facilitate planning groups in developing and implementing their community plans.

What are the success factors of the reviewed programs?

The review has highlighted a few key learnings from the featured Councils that have contributed to the success of their approaches.

- Having a structured program/framework for community planning and implementation
- Demonstrated commitment by Council through allocated resources and funding
- Articulating clear roles and responsibilities for community and Council
- Community Plans are led by an identified group in each community
- Providing training to community volunteers
- Mentoring community volunteers

- Providing funding to kick start plans
- Providing tools and templates to guide communities e.g. community plan template, meeting template, community engagement tools
- Offering a range of flexible opportunities for involvement (e.g. whole plan or project focussed)

What are the benefits of Community Planning?

There are a number of benefits for both Council and community to get better at Community Development:

- Develops a shared vision for the community
- Identifies and prioritises community needs
- Increased community skills and knowledge
- Builds community spirit, connections and pride
- Builds civic/community involvement
- Helps Local Government and other stakeholders understand the needs and aspirations of communities
- Guides local decision making
- Strengthens relationships between community and Council; and
- Council is attuned to community needs and aspirations.

Review Findings

Councillors nominated key community groups and leaders to interview. A combined summary of what communities have told us is included below.

How well known were local community plans?

The overall awareness of local Community Plans was low. Of key community groups/leaders interviewed across the eight communities 55% were unaware or had low awareness of their town's community plan.

"It hasn't been widely distributed or talked about in the community."

"I have had a read through it and was involved in the development so know a bit about it."

"I have only seen the Community Plan today."

"I was at the meeting a few years ago but to be honest I haven't thought about it since then."

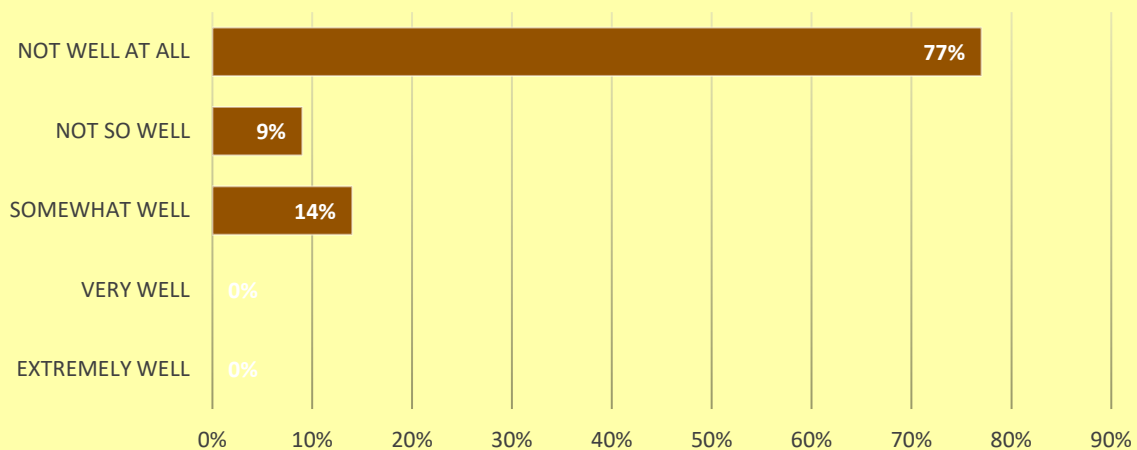
45% had read the community plan either when it first came out or recently when contacted to participate in the review.

"I was involved, and I read it when it came out, I have seen it in print."

"I haven't read the Community Plan in a while."

"I saw the plan at the time when it was completed but with Covid we didn't hold meetings or anything, so haven't picked up the plan since."

Community leaders who were interviewed were asked **how well they thought their wider community understood the community plan.**



Of those interviewed 77% said that they felt community's level of understanding of their community plan was not well at all, 14% understood their plan somewhat well and the remaining 9% said not so well.

"I can't recall anyone referring to the Community Plan in the past few years."

"It would only be people on committees; the people in the town wouldn't know (about the community plan)."

"We have a lot of new community members; a lot of people have moved out of town."

"I think if you asked 100 people in Talbot about the community plan only 5 would know about it."

"Not everyone is connected to higher Strategic or longer term priorities."

Why was awareness so low?

It was felt by those interviewed that low awareness was largely due to pandemic disruptions across communities.

Additional insight from community members shared that low awareness could also be attributed to:

- community members assuming Council would lead Community Plan implementation
- Community Plans not sitting alongside any community group or structure
- no 'action or implementation' mechanism to activate Community Plans
- Community Plans were not broadly promoted

What could we do to raise community awareness about the plans?

When asked what could be done to raise awareness of local Community Plans; key community leaders and groups suggested:

- Through Councillors
- Existing community groups
- Social media
- Mailbox drops
- Word of mouth
- Notice Boards
- Promote in windows of local buildings
- Council's newsletter
- Local Newspapers-adverts and stories
- Local newsletters
- Email bulletins to ratepayers
- Sharing project achievements and link work back to community plans
- Hold community conversations
- Approach people to get involved
- Develop an easy 'plan on a page' summary
- Promote in places where community frequent
- More community discussions about projects/initiatives

"I think the letter box drop is the one things that gets to everyone, some older folk don't use email or internet at all."

"We need email bulletins - we need consistency, we used to get email bulletins regularly but now we don't."

"If you want to develop community plans that people have an investment in, Council need to communicate."

"The plan needs to be accepted by the community and communication is vital for acceptance."

"I think you need word of mouth, a lot of people don't read the advertiser, word of mouth works."

"Use Councillors to promote Community Plans."

"Let people know why the Community Plans are beneficial."

Projects/Activities/Achievements over the past 3 years?

Although many community members that were interviewed had a low awareness of their community plan, they did share a number of community achievements over the past three years. A large number of these projects were in fact linked to goals that were captured in Community Plans.

A full list of township upgrades that were delivered by the Federal Government's Local Roads and Community Infrastructure Program is provided in the appendix.

Bealiba & District

Achievements	Key Partners
- Working bees at the Reservoir	- DEECA
- Reservoir Committee has been reformed	- Consumer Affairs Victoria
- Unification of some community committees	- Local Community groups
- Showcase of community groups and volunteers	

Bet Bet & District

Achievements	Key Partners
- BBQ shelter at Hall	- DEECA
- Signage for Hall	- Central Goldfields Shire Council
	- Hall Committee

Carisbrook & District

Achievements	Key Partners
- Levy Project	- Central Goldfields Shire Council
- Cleaning up the Creek	- Ratepayers Association
- Town Hall restoration project	- Recreation Reserve
- Road projects	- Central Highlands Water
- Market Reserve upgrade	- Carisbrook Football/Netball Club
- Recreation Reserve	- Lions Club
- Installation of outdoor exercise equipment	- Bowls Club
- Water station	- Carisbrook Projects Inc
- Community Garden	- Victorian Government
- Footpaths	- The community
	- Carisbrook Mercury

Dunolly & District

Achievements	Key Partners
- Dunolly Goldrush Festival	- Central Goldfields Shire Council
- Streetscape	- Dunolly District Inc
- Signage	- Football/Netball Club
- Renewed playground	- Local Business
- Delidio Reserve Scoreboard	
- Fundraising for community projects	
- Shop Local Project	

Majorca & District

Achievements	Key Partners
- Christmas get together	- Town Hall Committee
- Town Hall upgrades	- Central Goldfields Shire Council
- Park upgrades	- DEECA
- Tree planting	
- Erosion control	

Maryborough & District

Achievements	Key Partners
- Art Gallery	- Central Goldfields Shire Council
- Skate Park	- Community members
- Town Hall	- Youth Council
- Drinking fountains	- Schools
- Pride Festival	- Young people
- Open Garden Weekend	
- Energy Breakthrough	
- Climate Action	
- Youth Council	

Talbot & District

Achievements	Key Partners
- Market Square	- Talbot Action Inc
- Talbot Futures-Sewage	- Central Goldfields Shire Council
- Light Up Talbot	- RSL
- Community Building Upkeep Work	- Community members/groups
- Roadworks	- Volunteers
- Gym Equipment at park	- DEECA
- Avenue of Honor	
- Road and footpath improvements	
- Free swimming pool	
- Town beautification	

Implementing Community Plans

What partners/stakeholders would you like to focus on engaging more?

Community members who were interviewed shared a number of stakeholders that they would like to place a stronger focus on engaging. The most frequent stakeholder mentioned across communities was Central Goldfields Shire Council.

- Central Goldfields Shire Council
- Local State MP
- Anne Webster Federal
- Newer community members
- Other nearby Councils
- Schools
- Volunteer Resource Centre
- Volunteer groups
- Bendigo Volunteer Resource Centre
- Central Highlands Water
- Senior Citizens Clubs
- CFA
- Community members
- Farming sector
- Service groups e.g. Lions
- Parks department
- Community service organisations
- Community Houses
- New residents

"More community engagement, the community should have more input."

"More support from Council to help us keep on track with our plans."

"We need more collaboration with community plans."

Who is responsible for leading the implementation of your community plan?

Respondents did not identify any 'lead group' for driving their community plan. To date Community Plan implementation has not been the responsibility of any group. Conversations revealed that a number of community leaders had assumed that it was Council's responsibility to lead the implementation of community plans. This highlights that the concept of community planning is new for communities, resulting in confusion around who owns the community plan and who drives implementation.

"The Community Plan is not actively being led, projects are happening, but the community isn't necessarily aware that these are a part of the Community Plan."

"98% of the community don't know anything about the community plan."

What are the challenges for your community in leading the implementation of your plan? What has been hard/tricky?

Community leaders who were interviewed shared a number of challenges for implementing their local Community Plan:

- Lack of community leadership
- Community not being aware of Community Plans
- Personality clashes/egos
- The number of community groups/committees in some communities

- Siloed community groups/committees
- No one being responsible for implementation
- Volunteer shortages/burnout
- Low community spirit/participation
- Not knowing where to go in Council to get support/advice
- Not having support from Council to implement the plans
- Anti-government attitudes
- Council red tape
- Permits and planning process hurdles
- Council staff turnover
- Keeping momentum
- Ageing population
- Volunteer burnout/lack of volunteers
- Community members who don't want change
- Same community members involved in everything
- Lack of younger voices

"Council turnover is high- every time you have to explain things to a different person, you have to keep going over things very and over again."

"Older people are dropping off volunteering and younger people are not actively volunteering."

"Our human capital is ageing, and it doesn't matter what you put before them, they have limited ability to execute."

"If you want to develop community plans that people have an investment in you need to communicate."

What would assist the community to better lead the implementation of their plan?

- Promote the plans and their benefits
- Promote opportunities for the community to be involved
- Regular communication from Council about community grants
- Share community achievements (and connect to community plan)
- A dedicated Council position to support community plan implementation
- Provide training to write grants
- A regular bulletin on grants

- Allocate/form a structure to lead implementation of the community plan
- Build community capacity to lead plans/projects
- Make it easy for people, less Council red tape- implement simpler systems
- Get Councillors involved
- Build the capacity of young people to get involved
- Youth friendly committees
- Boost and support volunteers and provide incentives
- Change the way we do volunteering- more short-term project-based volunteering
- Mentorship
- Activate plans through quick win funding/seed funding
- Set a few shared priorities to focus on
- Develop yearly action plans
- Connect Central Goldfields communities together to learn from each other
- Strengthen community leadership
- Strengthen the culture of community spirit/participation
- Strengthen connections between community groups
- Explore opportunities for community committees to join up
- Clear responsibilities and accountability for implementation
- New thinking for community structures

"We need Council's help to reinform people about the Community Plans".

"We need someone to step up and lead these things, we don't have anyone wanting to do this."

"We need to build peoples capacity to drive projects rather than relying on Council to deliver."

"In an ideal world you would have someone in a paid Council position to assist with community planning."

"We need an action plan for the community plan."

"We are seeing high unemployment but nearly zero volunteering."

"We need renewal in human capital and attitudes and approaches to doing things."

RECOMMENDATIONS

The community planning review highlighted the achievements, strengths and opportunities for getting better at community planning. The recommendations below have been drawn from the review's findings.

Recommendation 1: Build awareness of community planning and its benefits and achievements across Central Goldfields communities and Council departments.

1. Develop a communications strategy to sit alongside community planning.
2. Broadly promote community plans through social media and newsletters and newspapers.
3. Develop a plain language 'quick grab' one pager for each community plan to support ease of community understanding.
4. Celebrate and share community planning achievements and stories.
5. Educate Council staff across departments on community planning and its links to their work.
6. Close the loop through yearly community plan progress reporting back to the community.

Recommendation 2: Apply a flexible approach to community planning that is place based and recognises the uniqueness of each community.

1. Support communities to review and refine community committee structures and relationships to strengthen collaboration and group dynamics and lessen the load on volunteers.
2. Work together with communities to identify or form a place-based structure to actively lead their community plan.
3. Source and /or develop resources and tools that support flexible place-based approaches for community planning, engagement and implementation.

Recommendation 3: Build on existing community assets to strengthen the community's capacity and empower them to effectively lead and implement community planning.

1. Connect Central Goldfields communities to learn from each other about community planning and community development approaches.
2. Develop and circulate a regular grants bulletin for communities.
3. Provide regular grant writing resources and training for communities.
4. Expand the community leadership base through mentorship, community participation opportunities, resources and training.
5. Support communities to adopt contemporary and flexible volunteering approaches and strengthen their capacity to engage and support young volunteers.

Recommendation 4: Facilitate partnerships, systems and approaches that support the achievement of community plan priorities and strengthen alignment with Council's planning framework.

1. Build a human centred, place-based approach to working with communities to achieve their goals and aspirations.
2. Explore and support opportunities for communities to partner together on shared priorities such as volunteering and community leadership.
3. Examine ways to make Council systems simpler for community volunteers.

4. Facilitate connections with Council departments to assist communities to implement priority projects.
5. Align community planning priorities with the Community Vision, Council Plan and key Council Strategies and Plans.
6. Explore and develop partnerships and facilitate connections with partners that can support shared community plan priorities.

Recommendation 5: Council to demonstrate commitment to community planning by providing resourcing, support and tools that are needed to ensure success.

1. Create and resource a dedicated Council 'Community Planning Officer' position to support community plan implementation across Central Goldfields.
2. Build the capacity of ALL Council staff to apply community development principles in their work, ensuring it is customer and community focused and grounded in community need.
3. Link Council's community grants funding to community plan priorities.
4. Develop a yearly action plan template to assist communities to guide implementation of community plans and track and report on progress.

References

Kenny, S. (2007). *Developing Communities for the Future* (3rd ed.). South Melbourne: Thompson.

Kretzman, J. P., & McKnight, J. L. (2005) *Discovering community power: A guide to mobilizing local assets and your organization's capacity*. Illinois: ABCD Institute.

NSW Health., Capacity Building. 2006 [cited 8th June 2006].

Upgrades to Community Infrastructure, Central Goldfields Flyer.

8.10.2

Let's Get Better at Community Planning Workshop Notes

On May 31st, 2023, a total of thirty-one community leaders, Councillors and Council staff attended a workshop to explore how to get better at community planning.

The workshop discussion explored *ward based discussions* on three topics:

1. Aligning our thinking about community plans.
2. The process: what would community and Council successfully working together look like?
3. Getting real: exploring strengths and challenges.

A summary of our conversation highlights is included below. The full workshop notes can be found following the summary.

ALIGNING OUR THINKING

What is already happening?

Participants shared a wide range of projects/initiatives that are already happening in their towns/district such as: festivals, infrastructure upgrades, grant writing, Youth Council and engagement opportunities with Councillors.

What are you/others in your community passionate about happening next?

Participants highlighted several areas that they are passionate about pursuing next. Infrastructure projects rated highly across Wards. Community leaders also shared their desire to: create ownership of community plans and action community plans including seeking resourcing. Communication between Council and communities was noted as was finding ways to work better together including building trust and relationships.

THE PROCESS: WHAT WOULD COMMUNITY AND COUNCIL SUCCESSFULLY WORKING TOGETHER LOOK LIKE?

Communities would:

- Build and support community leaders
- Engage our community in a responsive way and regularly share information and progress with the wider community
- Connect and share knowledge between our community groups
- Build relationships, trust and understanding and collaborate with Council
- Have fair and realistic expectations and acknowledge Councils capacity and limitations
- Think bold, think big, bring passion and think outside of the box
- Take the time to listen and talk to each other and to Council
- Build ideas and be outcomes focussed
- Take responsibility for what we can do

- Encourage broader community engagement
- Seek information and guidance from Council
- Focus on solutions
- Interact more across communities and learn from each other

Council would:

- Resource community plans through seed funding for projects and a Community Development Officer
- Build and support the capacity of community leaders and Council staff to be better at community development
- Build relationships, trust and understanding and collaborate with communities
- Have fair and realistic expectations and acknowledge communities' capacity and limitations
- Be transparent and communicate honestly, regularly and clearly
- Regularly share grant opportunities with community groups and leaders and provide support where needed
- Make it easy for community, keep it simple: lessen red-tape, help community to understand how Council works
- Build on community development approaches/models that are already working
- Engage with community in a proactive and responsive way
- Learn from other local government approaches
- Seek to better understand community leaders strengths, skills and capabilities

GETTING REAL: EXPLORING OUR STRENGTHS AND CHALLENGES

What are the challenges for doing this work together? (barriers)

- Change-over of Council staff and community volunteers
- Volunteer decline and burnout
- Lack of Council resourcing
- Communication between Council and communities
- The number of community group structures and knowing how best to work together
- Not knowing each other
- Lack of trust and confidence in each other
- Getting stuck in blame and fixating on the things that haven't worked
- Red-tape and bureaucracy
- Focussing on community deficits
- Accurately capturing data and measuring progress
- Keeping community in the loop
- Prioritising goals
- Being risk adverse
- Time constraints for Council staff and community volunteers
- Hearing from quieter voices in the community
- Lack of community understanding of how Council works and their processes

- Smaller townships are not adequately represented in the community plans

What will help Council and community to do this work together? (enablers)

- Being real about our barriers and make a plan to address them
- Acknowledge that sometimes things take time
- Adopt processes that can help with reducing the impact of staff/volunteer changeover
- Reflect on, capture and learn from the successful work we are already doing together
- Be creative, think outside the box and be entrepreneurial
- Adopt a culture of collaboration
- Be strength based, positive and solution focussed
- Get to know each other and strengthen our relationships
- Build trust, understanding and skills through learning by doing 'action-based learning'
- Talk together and listen to each other
- Find simpler ways to do our work together
- Grow confidence and trust in each other
- Have community drivers and build ownership of community plans
- Clear Council and community roles and responsibilities
- Strong community/Councillor connections
- Be action focussed
- Celebrate and share progress of community plans
- Identify and get to know other partners and key stakeholders who can help us with our work
- Understand that not everything is the role of Council
- Regular information on grant opportunities and support to build grant writing capabilities in communities
- Updated lists for Council roles and community groups

Let's Get Better at Community Planning Workshop Notes

Community Planning: Aligning our Thinking			
WHAT IS ALREADY HAPPENING?			
Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - Goldrush Festival - Bealiba coming together to consolidate community groups - Dunolly Pool upgrades - Dump point - Netball Courts - Bealiba Hall kitchen - Wayfinding signage in Dunolly 	<ul style="list-style-type: none"> - Youth Council - Art Gallery - Climate Action Plan - Infrastructure - Grant writing - T.I.L.T - Meetings and communication - Go Goldfields Festival - Sports - Hospital upgrade - Nurse training - Pride Festival - Volunteer Resource Centre - Football Merger support - Railway Station Re-development Project - Coffee with Councillor sessions 	<ul style="list-style-type: none"> - Market Square redevelopment - London House-Oven - Talbot Museum - Road/footpath upgrades - Talbot futures- sewage/ growth planning - Betley Hall- working bee, upgrade to kitchen, bbq, heating/cooling, car boot sale - Adelaide Lead- upgrades to path, concrete and power - Bowenvale- Solar panel and battery - Daisy Hill- solar and battery - Wareek Hall- cooling/heating added 	<ul style="list-style-type: none"> - CDRC - Creek clearing permit - Carisbrook Projects Inc - Town Hall- roof maintenance - Market Reserve

Community Planning: Aligning our Thinking.

WHAT ARE YOU/OTHERS IN YOUR COMMUNITY PASSIONATE ABOUT HAPPENING NEXT?

Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - More positive event management support from Council - More equity of resources- Maryborough v little towns - Community ownership of the community plans - Some softening of the Council walls - Signage- directional and tourism - Streamlining the communication process- CRMS - RV friendly status 	<ul style="list-style-type: none"> - Mechanisms to work together - Ownership of ambitions in the plan - Resources for community plan activities - More community engagement - Actioning ideas in the plans - Understanding perceptions of how we work together - Roads - Networking - Connecting State Gov't funded departments - Community Infrastructure Plan - Disability accessible footpaths by 2030 - B-double Bypass - Conversations and dialogue - More high-profile festivals 	<ul style="list-style-type: none"> - Betley: windbreak for BBQ and seating - Promote camping- hook in toilets/showers for overflow - Adelaide Lead-open hall up to boost usage and tourism, all halls are underutilised - Small Halls tour - Small Hall Concerts - Food Court at Talbot - Loddon House- looking for new people to take over 	<ul style="list-style-type: none"> - Market reserve improvements - Street lighting - Creek lighting - Dog park - Trees- improve shading - Community veggie garden - Public art- sundials, murals - Town Hall- kitchen facility - Pavilion near BBQ

	<ul style="list-style-type: none"> - Marketing and promotion of local activities - Climate action and how we action ideas - Art Gallery 		
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The Process: What would community and Council successfully working together look like?

WHAT WOULD COMMUNITY BE DOING?

Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - Activate existing facilities - Provide clear direction on what our anticipated needs are for all stakeholders incl. DEECA, CGSC, community - Leaders share information with other community members - Acknowledgement of Council capacity - Sharing knowledge among groups 	<ul style="list-style-type: none"> - Thinking boldly, thinking big - Build relationships with Council - Climate change- change the conversation - Build ideas - Support and build community leaders - Talk to Council - Trust Council - Responsive engagement - Council/community collaboration - Multiple forum options - Listening rather than just talking 	<ul style="list-style-type: none"> - Utilise and share information e.g. social media, Council posts, newsletters, noticeboards - Encourage engagement - Build understanding - Be patient - Build understanding of Council 	<ul style="list-style-type: none"> - Seek information and guidance - Collaborate - Giving Council an opportunity to explore ideas and viability - Passion - KISS- keeping it simple - Offer solutions - More interaction with other towns e.g. joint town events

	<ul style="list-style-type: none"> - Visions with outcomes - Build on models that work- e.g. Energy Breakthrough and Climate Change Action models - Understanding Council limitations - Take responsibility- not always expecting Council to do it - Have fair and realistic expectations 		
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The Process: What would community and Council successfully working together look like?

WHAT WOULD COUNCIL BE DOING?

Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - Make grants available for community plan implementation - Send out grant opportunities to community groups (auto email list) - assist groups to apply for grants and alert them to what is available 	<ul style="list-style-type: none"> - Need ongoing Community development officer - Support and build community leaders - Build relationships with community - Responsive engagement - Council to lead but collaborate widely and respond (Pride Festival Model) 	<ul style="list-style-type: none"> - Advise community of grants - Run programs in grant writing - Share information with community - Online grant news - Introduce team to the community - Track completed works 	<ul style="list-style-type: none"> - Managing expectations - Liaison/advocacy role - Honesty - Transparency - Clear timelines - Clear communication - Direct community to the right people in Council - KISS- keeping it simple

<ul style="list-style-type: none"> - Provide a consistent point of contact (one person) - Acknowledge community capacity 	<ul style="list-style-type: none"> - Trust community - Build trust and confidence - Use models that have already worked - Make it easy for community - Understand community limitations - Learn from other Shire's successes - Understand skills and capabilities - Have fair and realistic expectations 	<ul style="list-style-type: none"> - Take steps to inform community more 	<ul style="list-style-type: none"> - Making sure that the right people are in the right jobs
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Getting Real: Exploring our strengths and challenges

WHAT WILL HELP COUNCIL AND COMMUNITY TO DO THIS WORK TOGETHER? (STRENGTHS/ENABLERS)

Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - Being real about our barriers and plan to address them - Acknowledge sometimes that things take time - Emails that are the title of the job rather than the person so there is continuity 	<ul style="list-style-type: none"> - Being entrepreneurial and creative - Thinking outside the box - Collective/collaboration on ideas/challenges - Stop talking community down-'the self-fulfilling prophecy' 	<ul style="list-style-type: none"> - Being clear about who is doing what - Build opportunities to work together - Councillor is the constant - Understanding each other better 	<ul style="list-style-type: none"> - Knowing who our partners are - An updated community list - Identifying key stakeholders - Not everything is Council related or supported

<ul style="list-style-type: none">- Education about how your email can be directed to the right person- Council keeping abreast of community contacts- Look at what we are already doing that is working i.e. sustainability group	<ul style="list-style-type: none">- Know who the leaders are- Better communication- Openness and respect- Being inclusive- Relationships- Communication- Grow confidence in the community- Practical approaches- Ideas forums- Continuing this conversation- Seed funding- Finding our drivers- Flexible time- Energy- Thinking positive about ourselves	<ul style="list-style-type: none">- Adopt a can-do perspective- Get messages out- Sharing success of towns	<ul style="list-style-type: none">- Grant opportunities/ grant writing
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Getting Real: Exploring our strengths and challenges

WHAT ARE THE CHALLENGES FOR DOING THIS WORK TOGETHER (BARRIERS)

Flynn	Maryborough	Paddy's Ranges	Tullaroop
<ul style="list-style-type: none"> - Staff changeover - Volunteer burnout - No understanding of who's who in the zoo - No Council staff member to pull this work together - More committees than people in Dunolly- a workshop to get everyone to work together would help 	<ul style="list-style-type: none"> - Stop talking about the negative - Promote positives of the whole municipality - Measure progress (data) - Sharing progress back with community (closing the loop) - Time commitment is a challenge for both Council and community - Challenge being othered by agencies - Lack of confidence - Keeping our conversations positive - Supporting conversation and ALL speakers 	<ul style="list-style-type: none"> - Recognise staff movement (people change) - Being risk adverse - Blaming each other 	<ul style="list-style-type: none"> - Technology - Prioritisation - Not knowing what is on Councils scope of works - Resourcing staff

8.10.3

Township upgrades through the Federal Government's Local Roads and Community Infrastructure Program (Rounds one and two)

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM - Phase 1

LOCATION	WORKS SUMMARY	SCOPE WORKS
Bealiba	Community Hall upgrade	Upgrade kitchen
	Playground equipment	Install new play equipment at playground
	Shade Sail	Shade sails at Playground
Daisy Hill	Community Hall upgrade	Roof insulation, concreting works, storage shed, security upgrade, landscaping, water tank
	Playground fencing	Fence entire playground
	Shade sail construction	Playground shade sail replacement
Bet Bet	Community Hall upgrade	Betley Hall: Construct BBQ shelter
Dunolly	Town Hall	Refurbishment of stage lighting system
	Fencing around playground	Fence to be installed around the perimeter of the playground in Gordon Gardens
	Shade sails	Shade sails at swimming pool
	Signage in town	Dunolly Wayfinding Signage
Majorca	Town Hall	Paint external, replace fly screens
	Shade structure	Shade sail at Playground
	Cenotaph fencing	Replace existing front fence
Timor/Bowenvale	Community Hall air con (supper room) Community Hall toilets	Install new air conditioner Upgrade Timor Hall toilets
Carisbrook	Town Hall restoration	Works based on building report: Repair roof & gutters Paint windows, replace doors, repair internal render & paint
	Market Reserve Shade Sails	Install shade sails Market Reserve
Wareek	Community Hall upgrade	Gutter, fascia, gable flashing/ painting & hot water Replace kitchen floor covering Install new air conditioner
Adelaide Lead	Community Hall upgrade	Concrete access path works Upgrade existing electrical
Talbot	Town hall toilets	Replace existing Town Hall toilets
	Market Square Shade	Permanent shade umbrellas

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM - Phase 2

Project 1 - Maryborough Pavement Expansion

LOCATION	WORKS SUMMARY	SCOPE WORKS
Maryborough	New footpaths	Construction of various footpath within Maryborough

Project 2 - Gillies St Maryborough

Maryborough	Road reconstruction	Gillies Street, Maryborough Road reconstruction (Gillies St between Layton Road & Sutton Rd)
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Project 3 - Community Infrastructure Upgrade Shire Wide

Beaiba Hall	Bealiba Hall	Resurface floor in supper room Install split system(s) in main hall
	Bealiba flag poles	Appliances for kitchwn - oven, cooktop & rangehood Replace 2 flag poles
Dunolly	Dunolly Kinder	Roof & ceiling works
	Dunolly flag poles	Replace 2 flag poles
Majorca	Majorca Cemetery	Replace existing water tank
Bung Bong	Bung Bong Wareek Cemetery	24 Construct gravel access roads within cemetery
Talbot	Talbot Museum	Old Dunach School -repaint exterior and replace windows
	Talbot Action Inc (London House Garden group) London House Community Garden - landscaping Talbot RSL, Sub Branch Soldier Memorial Park landscaping and planting	
Amhurst	Amherst Cemetary	Amherst Cemetery -Gates repair and cemetery infrastructure upgrade

LOCAL ROADS AND COMMUNITY INFRASTRUCTURE PROGRAM - Phase 3

LOCATION	WORKS SUMMARY	SCOPE WORKS
	Worsley Cottage Building restoration works Talbot Town Hall Toilets Replacement	Jul-23 Jul-23
	Upgrade and repair swimming pools	Maryborough Indoor Sports & Leisure Centre - 2024 Talbot Outdoor Swimming Pool - end of June 2023 Dunolly Swimming Pool - end of June 2023

9. Notices of Motion

The Governance Rules provides that Councillors May Propose Notices Of Motion, Chapter 2, Division 4:

Councillors may ensure that an issue is listed on an agenda by lodging a Notice of Motion.

22. Notice Of Motion

22.1 A notice of motion must be in writing signed by a Councillor, and be lodged with or sent to the Chief Executive Officer at least one week before the Council meeting to allow sufficient time for him or her to include the notice of motion in agenda papers for a Council meeting and to give each Councillor at least 48 hours notice of such notice of motion.

22.2 The Chief Executive Officer may reject any notice of motion which:

22.2.1 is vague or unclear in intention 22.2.2 it is beyond Council's power to pass;

or 22.2.3 if passed would result in Council otherwise acting invalidly but must:

22.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and

22.2.5 notify in writing the Councillor who lodged it of the rejection and reasons for the rejection.

22.3 The full text of any notice of motion accepted by the Chief Executive Officer must be included in the agenda.

22.4 The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.

22.5 Except by leave of Council, each notice of motion before any meeting must be considered in the order in which they were entered in the notice of motion register.

22.6 If a Councillor who has given a notice of motion is absent from the meeting or fails to move the motion when called upon by the Chair, any other Councillor may move the motion.

22.7 If a notice of motion is not moved at the Council meeting at which it is listed, it lapses.

Nil Notices of Motion have been received for this meeting.

10. Urgent Business

The Governance Rules provide for urgent business as follows:¹

If the agenda for a Council meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it:

1. 1 relates to or arises out of a matter which has arisen since distribution of the agenda; and
2. 2 cannot safely or conveniently be deferred until the next Council meeting.

11. Confidential Business

The public transparency principles include that Council decision making processes be transparent except when the Council is dealing with information that is confidential by virtue an Act.¹

Except in specified circumstances, Council meetings must be kept open to the public.² One circumstance is that the meeting is to consider confidential information.³

If a Council determines that a meeting is to be closed to the public to consider confidential information, the Council or delegated committee must record in the minutes of the meeting that are available for public inspection:⁴

- (a) the ground or grounds for determining to close the meeting to the public by reference to the grounds specified in Act's definition of confidential information;⁵
- (b) an explanation of why the specified ground or grounds applied.

Confidential information, as defined by the *Local Government Act 2020*,⁶ is:

¹ Chapter 2, Rule 20.

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- (b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person;
- (c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- (f) personal information, being information which if released would result in the unreasonable disclosure of information affairs;
- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;
- (h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);
- (i) internal arbitration information, being information specified in section 145;
- (j) Councillor Conduct Panel confidential information, being information specified in section 169;
- (k) information prescribed by the regulations to be confidential information for the purposes of this definition;
- (l) information that was confidential information for the purposes of section 77 of the Local Government Act 1989;

¹ *Local Government Act 2020*, s 58 (a).

² *LGA 2020* s 66 (1).

³ *LGA 2020* s 66 (2) a).

⁴ *LGA 2020* s 66 (5).

⁵ Section 3 (1).

⁶ Section 3 (1).

The Governance Rules provide for information relating to a meeting to be confidential:⁷

- If the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the *Local Government Act 2020*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

11.1 Consideration of Confidential Matters relating to the Maryborough Aerodrome

The evaluation report is confidential under sections 3(a) and (g) of the Local Government Act as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

RECOMMENDATION

That Council close the meeting to the public in accordance with sections 66, 3(a) and 3(g) to consider item 11.1 - consideration of Confidential Matters relating to the Maryborough Aerodrome.

12. Meeting Closure

⁷ Chapter 6.